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ABSTRACT

The main article in this issue is a report on "Salaries and Expenditures of Illinois Special Libraries, 1983," based on 366 usable responses to a mail questionnaire. Data on 14 variables (including 4 aspects of salaries) are cross-analyzed by 6 factors: geographical area, person to whom head librarian reports, sex of head librarian, size of primary clientele, medical/nonmedical library, and for-profit/not-for-profit status of organization. The results of the study indicate that expenditures and head librarians' salaries are: (1) greater for libraries in the Chicago area than for libraries elsewhere in the state; (2) greater for libraries serving larger clienteles than for those serving smaller clienteles; (3) greater for nonmedical libraries than for medical libraries; (4) greater for libraries serving profit-seeking organizations than for those in not-for-profit organizations; and (5) greater for libraries with male head librarians than for libraries with female head librarians. Additionally, older head librarians earn greater salaries than younger head librarians. Other shorter articles deal with the turnover of head librarians in Illinois public libraries in 1982/83, the hours of opening of Illinois public libraries in October 1982, and effort vs. ability to pay for local public library service in Illinois. (Author/DMC)

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SALARIES AND EXPENDITURES OF ILLINOIS SPECIAL LIBRARIES, 1983

by

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SALARIES AND EXPENDITURES OF ILLINOIS SPECIAL LIBRARIES, 1983

The study of salaries of library and information center* employees has been of interest for quite some time. Recurrent surveys have been conducted by the Special Libraries Association, the Association of Research Libraries, the American Association of Law Libraries, the Medical Library Association and the American Library Association. Additionally, there have been several one-time or special purpose surveys, and a recent periodical, Library Compensation Review, deals entirely with matters related to salaries of librarians. Salary surveys provide data that can be used in a number of ways. Data on the present salaries of employees in various types of positions and institutions can help employers seeking to fill similar positions decide what salaries should be offered, and can help applicants for such positions set salary requirements. Such data can also be used in comparing salaries according to type of position, type of organization, geographic region, or other demographic characteristics.

A frequent conclusion of salary surveys is that the characteristics of particular employees are more significantly related to compensation than are the characteristics of specific positions or organizations. Carpenter and Shearer, reporting on a study of salaries of directors of large public libraries, suggested that "there is recent evidence that females are less likely than males to direct libraries, that they are paid less when they do, and that they are even less likely to manage large systems than small ones."[1] Other surveys have confirmed Carpenter and Shearer's conclusions regarding the role of sex in determining salaries of librarians.[2]

Salary survey data can also be used in comparing the salaries of library personnel to those of employees in other areas. Such comparisons can be of particular interest in the light of recent developments related to the concept of equal pay for equal work. Situations such as those leading to the strike of municipal employees in San Jose suggest that the status of library employees in relation to the status of other employees may be an influential factor in determining salaries.[3]

*For the sake of simplicity, throughout the remainder of this report the generic term "library" will be used to refer to special libraries and information centers of all varieties. It is recognized that the term falls short of fully describing the functions of many of the information centers surveyed. Similary, the term "MLS" will be used to refer to all master's degrees in library and/or information science.

The 1983 Illinois State Library survey of Illinois special libraries dealt with salaries and other personnel characteristics, and with the expenditures of special libraries. The data collected can be used to build profiles of the various types of libraries involved in the survey and of the persons employed in those libraries.

METHODOLOGY

At its March 1982 meeting, the Special Libaries Association Illinois Chapter Advisory Committee on Illinois State Library Surveys of Special Libaries and Information Centers determined that the 1983 survey should be of salaries, personnel characteristics and expenditures. A questionnaire (see Appendix 1) was devised by the Library Research Center of the University of Illinois Graduate School of Library and Information Science, reviewed and approved by the Advisory Committee, and pretested in six libraries during the fall of 1982. After the incorporation of some minor modifications as a result of the pretest, the questionnaire was distributed through the eighteen Illinois regional library systems to their special library affiliate members in December 1982. In order to encourage rapid response to the questionnaire, a deliberately simple machine-scorable questionnaire form was utilized, and a stamped self-addressed envelope was included with each questionnaire. Lists of special library affiliates had been solicited from the library systems in November 1982, and follow-up letters were sent to nonrespondents in February 1983. By April 1, the established cut-off date, 366 usable responses had been received. A number of responses either were not usable or were received too late for analysis.

The data from the 366 usable questionnaires were entered into a computer file and analyzed using the Statistical Package for the Social Sciences (SPSS), a commonly used set of statistical computer programs.

The commentary below and the sixteen reference tables accompanying the commentary provide information regarding the nature of the libraries responding to the survey, their expenditures, and their personnel. In general, six characteristics were used as independent variables: the geographic location of the library, with the state divided into three regions; the position of the head librarian in the organization served by the library, as reflected by the position of the person to whom the head librarian reported; the sex of the head librarian; the size of the library's primary clientele; whether the library is medical or nonmedical in nature; and

whether the organization served by the library is for-profit or not-for-profit. In some cases, other relationships were tested as well.

STATISTICAL TESTS

A number of statistics and statistical tests are used in this report. Some of these may require definition and clarification. The median for a set of values is the value that divides the distribution in half such that fifty percent of the respondents are above that value and fifty percent below. The mean for a set of values is the sum of the values divided by the total number of values; this is often referred to as the average.

The commentary and tables should be understandable even for those who do not have a background in statistics. The following description of the statistical tests used is intended as a refresher for those who have had some exposure to statistical methods, or as a brief explanation for those who have not. Most of the statistical tests used in this study are tests comparing the means of a given variable for two or more distinct groups; the mean salary for male head librarians, for instance, can be compared to the mean salary for female head librarians. A t-test is used to compare means for two groups, while analysis of variance is used to compare means for three or more groups. Analysis of variance indicates only that some difference is present; the exact nature of the difference is determined by application of an appropriate post-hoc test. The post-hoc test used here is the Scheffe test. Throughout this report, the term "ANOVA" is used to describe the combination of one-way analysis of variance with a Scheffe post-hoc test.

In some instances, a comparison of means is not appropriate, and a chi-square test has been used to compare distributions. Although the chi-square test itself does not indicate the source of any difference between distributions, comparison of observed values to expected values can be used to identify the probable source of any difference.

The significance of a relationship is a measure of the probability that the relationship could be a result of chance. If the mean salary for male head librarians is greater than the mean salary for female head librarians, for instance, the significance of the difference can be calculated in order to determine whether the difference should be considered meaningful. It is typical in social science research to interpret as statistically significant a relationship for which the probability of chance alone accounting for the relationship is less than .05. This convention

has been observed here. It should be noted that a difference between groups can be statistically significant without being particularly large, and a large difference may not be statistically significant.

REPRESENTATIVENESS OF THE STUDY GROUP

Since the respondents to the questionnaire form a self-selected group, and were not chosen in any random or scientific manner, the study group cannot automatically be considered a valid sample of the entire group of ILLINET special library affiliates. As mentioned earlier, the eighteen library systems were asked in November 1982 for lists of their special library affiliate members; all but one of the systems provided such lists. These lists identified 470 affiliated special libraries. A listing provided by the Illinois State Library in late 1982 showed a total of 503 special library affiliate members. The 366 respondents to the survey, then, represent about seventy-three percent of the 503 special libraries which were ILLINET affiliates in late 1982.

Table 1 provides a system-by-system comparison, divided into medical and nonmedical categories, of the libraries listed by the systems in November 1982 and the respondents to the 1983 survey. Examination of this table suggests that the study group is reasonably representative of the total group of ILLINET affiliates. Table 2 shows the distribution of special libraries in the state by three geographic regions, comparing the respondents of the 1983 survey to the 503 special libraries known to have been affiliated with ILLINET late in 1982.* A chi-square test shows that there is no statistically significant difference between the two groups with regard to geographic distribution. It seems safe to assume, then, that the survey group is representative of the ILLINET affiliates as a whole. It should be noted that this does not necessarily mean that the survey group is representative of all Illinoic special libraries. Not all such libraries are members of ILLINET, and it seems likely that there is some set of important characteristics distinguishing special libraries that are members of ILLINET from nonmembers. That set of characterisitics is unknown at this time, and its delineation is beyond the scope of this report.

*The December 1982 listing used in Table 2 is more complete than the November 1982 listing used in Table 1, but does not distinguish between medical and nonmedical libraries.

TABLE 1: COMPARISON OF MEDICAL/NONMEDICAL LIBRARIES IN SURVEY GROUP TO KNOWN ILLINET AFFILIATES

System	1983 Survey Respondents				ILLINET Affiliates November 1982			
	Medical		Nonmedical		Medical		Nonmedical	
	Number	(Percent)	Number	(Percent)	Number	(Percent)	Number	(Percent)
Bur Oak	3	(60)	2	(40)	4	(67)	2	(33)
Chicago	28	(18)	128	(82)	38	(18)	171	(82)
Corn Belt	2	(50)	2	(50)	3	(50)	3	(50)
Cumberland Trail	4	(100)	0	(0)	3	(100)	0	(0)
DuPage	9	(45)	11	(55)	12	(48)	13	(52)
Great River	4	(44)	5	(56)	3	(38)	5	(63)
Illinois Valley	6	(46)	7	(54)	9	(56)	7	(44)
Kaskaskia	2	(25)	6	(75)	3	(38)	5	(63)
Lewis and Clark	3	(100)	0	(0)	5	(71)	2	(29)
Lincoln Trail	6	(43)	8	(57)	9	(50)	9	(50)
North Suburban	16	(25)	48	(75)	19	(24)	60	(76)
Northern Illinois	7	(78)	2	(22)	8	(67)	3	(27)
River Bend	8	(67)	4	(33)	8	(67)	4	(33)
Rolling Prairie	8	(47)	9	(53)	11	(48)	12	(52)
Shawnee	1	(50)	1	(50)	1	(50)	1	(50)
Starved Rock	-	-	-	-	-	-	-	-
Suburban	12	(50)	12	(50)	20	(57)	15	(43)
Western Illinois	2	(100)	0	(0)	2	(100)	0	(0)
Total	121	(33)	245	(67)	158	(34)	312	(66)
Grand Total	366	(100)			470	(100)		

TABLE 2: COMPARISON OF GEOGRAPHICAL DISTRIBUTION OF LIBRARIES IN SURVEY GROUP TO KNOWN ILLINET AFFILIATES

	1983 Survey Respondents Number (Percent)	ILLINET Affiliates December 1982 Number (Percent)
Chicago area	269 (73)	367 (73)
Northern and central Illinois	54 (15)	82 (16)
Southern Illinois	43 (12)	54 (11)
Total	366 (100)	503 (100)

SIZE OF LIBRARY

Data concerning the size of the library's primary clientele were gathered as an indicator of size. These data are summarized in Table 3 (page 20). The overall mean number of persons served is 766, while the median is 376. This is substantially larger than the median of 250 reported in both 1981 and 1982. The reason for this increase in the median is unknown: it is possible that the group of respondents in 1983 was somewhat different from the 1981 and 1982 respondents or that the primary clienteles of affiliated special libraries have indeed grown since 1982. It is also known that the data reported for size of primary clientele are not always consistent: some respondents report the number of persons who have actually used the library during a particular period of time, while others report the number of persons eligible to use the library. It may be valid to assume that this problem does not greatly affect the analysis presented here, but the inconsistency should be taken into account when evaluating data regarding size of primary clientele throughout this report. The mean is greatest for the Southern Illinois area and least for the Northern and central Illinois area; ANOVA, however, shows that the differences in the means are not statistically significant. Primary clienteles were greatest for libraries in which the head

librarian reported directly to upper management, and least in those in which the head librarian reported neither to upper management nor to middle management. ANOVA shows that the difference in the means for these three groups is statistically significant ($p < .01$).

Both the median and mean size of primary clientele are substantially greater for libraries in not-for-profit organizations than for those in profit-seeking organizations. The mean for not-for-profit organizations is 898, while the mean for profit-seeking organizations is 594; a t-test shows that this difference between the means is statistically signficant ($p < .01$). Thirty-two percent of the libraries in not-for-profit organizations served primary clienteles of 1,000 or more, while only seventeen percent of those in profit-seeking organizations served primary clienteles of 1,000 or more. The median size of primary clientele is 609 for medical libraries, and only 252 for nonmedical libraries, while the means are 852 and 723, respectively (the difference between the means is not statistically significant). There were many more relatively small nonmedical libraries than there were medical libraries; forty-four percent of the libraries in the nonmedical category served primary clienteles of less than two hundred people, as opposed to only eighteen percent of the medical libraries.

OPERATING EXPENDITURES

Respondents were asked to provide data regarding their operating expenditures for their most recent fiscal year. Expenditures were recorded in each of three categories: expenditures for salaries, expenditures for materials, and all other operating expenditures. The sum of these specific categories of expenditures was used in calculating total operating expenditures for each library.

The median expenditure for salaries is $38,859, while the mean is $71,399 (Table 4, page 21). Eighty-five percent of the respondents reported that their expenditures for salaries totalled less than $100,000. As might be expected, both the median and the mean for the Chicago area are substantially greater than the medians and means for the Northern and central Illinois and Southern Illinois regions. ANOVA shows that there is no statistically significant difference between the means for the Northern and central Illinois and Southern Illinois areas, but that both are significantly less than the mean for the Chicago area ($p < .05$). Sixty percent of the libraries in the Chicago area reported total salary expenditures of $30,000 or more, while only thirty-six

percent of the libraries in the Northern and central Illinois area and thirty-nine percent of those in the Southern Illinois area reported total salary expenditures of $30,000 or more.

Expenditures for salaries varied according to the position of the head librarian in the organizational structure, with both the median and mean being greatest for libraries in which the head librarian reports neither to upper management nor to middle management and least for those in which the head librarian reports to middle management. ANOVA shows that the difference between the means for libraries in which the head librarian reports to upper management and those in which the head librarian reports to middle management is not significantly different, but that both are significantly different from the mean for libraries in the "other" category. It should be noted, however, that the statistics for libraries in the "other" category are based on data from only thirty respondents. This means that, for the vast majority (ninety-one percent) of the libraries included in the survey, expenditures for salaries do not vary significantly according to the position of the head librarian in the structure of the organization.

Table 4 also compares total expenditures for salaries for libraries with female head librarians to those for libraries with male head librarians. Although the medians are not substantially different ($38,538 for libraries with female head librarians versus $40,833 for libraries with male head librarians), the means are vastly different. The mean expenditure for salaries for libraries with male head librarians is nearly twice the mean for libraries with female head librarians. A t-test shows that this difference is statistically significant ($p < .02$). Only thirteen percent of the libraries with female head librarians reported salary expenditures of $100,000 or more, compared to twenty-seven percent of the libraries with male head librarians.

Not unexpectedly, libraries with larger primary clienteles also spent more for salaries than did libraries with smaller primary clienteles. The mean expenditure for salaries is nearly twice as great for libraries serving primary clienteles of 376 or more than for those serving 375 or fewer. A t-test indicates that this difference is statistically significant ($p < .01$). Forty-two percent of the libraries with primary clienteles of 376 or more reported total expenditures for salaries of $50,000 or more, compared to twenty-three percent of the libraries serving primary clienteles of 375 or fewer.

Although both the median and mean are greater for nonmedical libraries than for medical libraries, a t-test shows that the difference in means is not statistically significant. Similarly, although the median and mean are greater for libraries in profit-

seeking organizations than for libraries in not-for-profit organizations, the difference in means is not significant.

The mean expenditure for materials for all respondents is $38,550, and the median is $21,643 (Table 5, page 22). Eighty-seven percent of the respondents reported materials expenditures of less than $100,000; only three percent reported annual expenditures for materials totalling less than $1,000. Both the mean and the median are greatest for the Chicago area and least for the Southern Illinois region. ANOVA indicates that the differences among the means are statistically significant ($p < .01$). Thirty percent of the respondents in the Chicago area reported expenditures for materials of $50,000 or more, compared to twenty-three percent for the Northern and central Illinois area and only twelve percent for the Southern Illinois area.

As was true of expenditures for salaries, expenditures for materials were greatest for libraries in which the head librarian reported neither to upper nor to middle management. The median expenditure for materials is $74,036 for libraries in this category, compared to $17,982 for libraries in which the head librarian reported to upper management and $18,452 for libraries in which the head librarian reported to middle management. The mean is $62,363 for libraries in the "other" category, compared to $35,447 for libraries in which the head librarian reported to upper management and $36,898 for those in which the head librarian reported to middle management. ANOVA shows that the mean for libraries in the "other" category is significantly greater than the means for the other two categories ($p < .01$). Fifty-two percent of the respondents in the "other" category reported materials expenditures of $50,000 or more, compared to twenty-four percent of the libraries in which the head librarian reported to upper management and twenty-five percent of the libraries in which the head librarian reported to middle management.

Although both the mean and median for materials expenditures are greater for libraries in which the head librarian was male than for those in which the head librarian was female, the difference between the means is not significant. The mean for libraries with relatively larger primary clienteles ($45,205) is significantly greater than the mean for libraries serving fewer than 376 people ($31,314), according to a t-test ($p < .01$). Thirty percent of the libraries serving 376 or more people spent $50,000 or more on materials, compared to twenty-three percent of the libraries with primary clienteles of 375 or fewer. The mean is also significantly greater for nonmedical libraries than for medical libraries ($45,066 vs. $26,325, $p < .01$). Thirty-five percent of the nonmedical libraries reported materials expenditures of $50,000 or more, compared to only thirteen percent of the medical libraries. The mean for libraries in profit-seeking

organizations is $53,233, significantly greater than the mean of $28,249 for libraries in not-for-profit organizations (t-test, $p < .01$). Forty-three percent of the libraries in profit-seeking organizations reported materials expenditures of $50,000 or more, while only sixteen percent of the libraries in not-for-profit organizations spent $50,000 or more on materials.

The distribution of operating expenditures other than expenditures for materials and salaries is quite skewed (Table 6, page 23). The median is only $6,956, and fifty-nine percent of the respondents reported expenditures of less than ten thousand dollars. The mean is $24,442, reflecting the influence of a very few libraries whose expenditures in this category were quite large. This difference between the median and the mean is repeated for each of the three geographic areas; as with expenditures for materials and for salaries, both the median and the mean are greatest for libraries in the Chicago area. However, the differences among the means for the three geographic areas are not statistically significant. The means also do not vary significantly according to the position of the head librarian within the organizational structure or the the sex of the head librarian. The mean for libraries serving larger primary clienteles is significantly greater than for libraries serving smaller primary clienteles ($p < .01$), and is signifcantly greater for nonmedical libraries than for medical libraries ($p < .02$). Although the median and the mean are both greater for libraries in for-profit organizations than for libraries in not-for-profit organizations, the difference between the means is not significant.

Figures for total operating expenditures were calculated by adding the figures for expenditures for salaries, expenditures for materials and "other" operating expenditures. The median figure for total operating expenditures for all respondents is $67,458, while the mean is $126,079 (Table 7, page 24). More than one-third (38%) of the respondents reported total operating expenditures of $100,000 or more, and only seven percent reported total annual operating expenditures of less than $10,000.

Both the mean and the median are greatest for libraries in the Chicago area. The median is least for libraries in the Northern and central Illinois region, while the mean is least for the Southern Illinois area. ANOVA shows that the means for the Northern and central Illinois and Southern Illinois areas are not significantly different from each other, but that both are significantly smaller than the mean for the Chicago area ($p < .04$). Forty-four percent of the libraries in the Chicago area reported total operating expenditures of $100,000 or more, compared to thirty percent of the libraries in the Northern and central Illinois area and twenty-two percent of the libraries in the

Southern Illinois area.

The median total operating expenditure for libraries in which the head librarian reported to neither upper nor middle management is $118,125, nearly twice the medians for libraries in which the head librarian reported to upper management ($65,031) or to middle management ($63,250). The mean is also greatest for those libraries in the "other" category; ANOVA indicates that the mean for libraries in which the head librarian reported to upper management ($122,015) is not significantly different from the mean for libraries in which the head librarian reported to middle management ($114,435), but that both are significantly smaller than the mean for libraries in which the librarian reported to neither upper nor middle management ($195,273, $p < .01$).

Total operating expenditures were relatively greater for libraries with male head librarians than for for those with female head librarians. The means are $183,790 for libraries with male head librarians and $113,779 for libraries with female head librarians. A t-test shows that this difference is significant ($p < .03$). Forty-three percent of the libraries with male head librarians reported total operating expenditures of $100,000 or more, compared to thirty-five percent of those with female head librarians. At the other extreme, however, twelve percent of the libraries with male head librarians had total operating expenditures of $10,000 or less, as opposed to six percent of the libraries with female head librarians.

As would be expected, libraries serving larger primary clienteles reported relatively larger total operating expenditures. The mean for libraries serving primary clienteles of 376 or more ($161,015) is nearly twice that for libraries serving smaller primary clienteles ($86,984). This difference in means was found to be statistically significant ($p < .01$). The mean is also significantly greater for nonmedical libraries than for medical libraries ($p < .02$), and significantly greater for libraries in for-profit organizations than for libraries in not-for-profit libraries ($p < .04$).

CHARACTERISTICS OF THE HEAD LIBRARIAN

Several items of data were gathered concerning head librarians. These include the position of the head librarian within the organizational structure (as reflected by the person to whom the head librarian reports), age, sex, educational level, the number of years spent in his or her position at the time of the survey, the number of years spent as a professional librarian

in the organization in which he or she was employed at the time of the survey, and total years of experience as a professional librarian.

More than half the respondents (53%) indicated that the head librarian reported to upper management, while thirty-eight percent reported to middle management, two percent reported to a board, four percent reported to a committee, and three percent indicated other arrangements (Table 8, page 25).

The greatest number of respondents in each of the three geographic areas indicated that the head librarian reported to upper management. The proportion of respondents so indicating, however, varied from forty-eight percent for the Chicago area to seventy percent for the Southern Illinois area. A chi-square test indicates that the variation among the three geographic regions in the proportion of responses in each category is statistically significant ($p < .05$). Female librarians appear to have been more likely than male librarians to report to middle management, but the differences between male and female head librarians are not significant. The difference between medical and nonmedical libraries was also not significant.

Head librarians in libraries with primary clienteles of 376 or more were somewhat more likely to report to upper management and much less likely to have "other" reporting arrangements than were head librarians in libraries serving smaller primary clienteles. A chi-square test indicates that the difference between the two distributions is statistically significant ($p < .02$). Head librarians were more likely to report to upper management in not-for-profit organizations than in profit-seeking organizations, and less likely to report to a committee or to "other." A chi-square test shows that the two distributions are significantly different ($p < .01$).

The median age for all head librarians is thirty-nine years, and the mean is forty-one years (Table 9, page 26). Very few respondents indicated that the head librarian was younger than twenty-six (3%) or older than sixty (6%). Although the median and mean are both greater for head librarians in the Southern Illinois area than for the other two geographic areas, the difference in means is not statistically significant. The means do vary significantly according to the position of the head librarian in the organization, however: the mean age of head librarians who reported to middle management (forty-three years) is significantly greater than the mean age of head librarians who reported neither to middle management nor to upper management (thirty-eight years, $p < .02$).

None of the male head librarians who responded to the survey

was under age twenty-six, although four percent of the female head librarians were aged twenty-five or under; there is no significant difference in the mean ages of male and female head librarians. Head librarians tended to be older when the library served a relatively large primary clientele than when the primary clientele was less than 376. The mean age for head librarians in the larger primary clientele group is forty-three years, significantly greater than the mean for head librarians in the smaller primary clientele group, which is forty years (t-test, $p < .02$). Thirty-four percent of the head librarians in libraries serving 376 or more people were over age fifty, compared to twenty-one percent of the head librarians in libraries serving smaller primary clienteles. The age of the head librarian did not vary signficantly according to whether the library was medical or nonmedical or according to whether the organization was for-profit or not-for-profit.

Data regarding the educational level of the head librarian for all respondents are given in Table 10 (page 27). Only twelve percent of the head librarians did not have at least a bachelor's degree, while sixty-four percent had an MLS, fifteen percent had only a bachelor's degree and eight percent had an advanced degree in a field other than library science but not an MLS. Two respondents indicated the "other" category, but did not specify their educational levels.

The proportion of librarians with at least an MLS is greatest for the Chicago area (71%), and least for the Southern Illinois area (38%), with the Northern and central Illinois area in between (52%). A chi-square test shows that the differences among the three distributions are statistically significant ($p < .01$). The distributions do not vary significantly, however, according to the position of the head librarian in the organization.

Male head librarians appear to have been more likely to possess an advanced degree in a field other than library science, or both an MLS and an advanced degree in another area, than female head librarians. Additionally, all of the head librarians with only a high school degree or a two-year college degree were female, and eight percent of the female librarians reported "some college", as opposed to three percent of the male head librarians. A chi-square test indicates that the differences are statistically significant ($p < .01$). The educational level of the head librarian did not vary significantly according to the size of the library's primary clientele, whether the library was medical or nonmedical, or whether the organization was for-profit or not-for-profit.

The mean number of years that the head librarian had been in his or her present position is 6.7 years, while the median is 4.8

years (Table 11, page 28). Twenty-four percent of the head librarians had occupied their present positions for ten years or longer. The mean number of years the head librarian had been in his or her present position does not vary significantly from one geographic region to another, by the person to whom the head librarian reported, by the sex of the head librarian, by whether the library was medical or nonmedical, or by whether the organization was profit-seeking or not-for-profit. The mean for libraries serving larger primary clienteles, however, is significantly greater than the mean for libraries serving fewer than 376 persons (7.4 years vs. 5.8 years, $p < .01$). Thirty percent of the head librarians in libraries serving larger primary clienteles had occupied their present positions for ten years or longer, compared to eighteen percent of the head librarians in libraries serving smaller primary clienteles.

The mean number of years the head librarian had spent as a professional librarian in his or her present organization is 7.4, and the median is 5.3 (Table 12, page 29), indicating that many had been employed by that organization before becoming head librarian. Twenty-six percent of the head librarians had been with their present organization for ten years or longer. As was true of the number of years the head librarian had spent in his or her present position, the number of years spent in the organization was found to be unrelated to any of the independent variables examined except size of primary clientele. The mean number of years spent as a professional librarian in the present organization is 8.5 for libraries serving larger primary clienteles and 6.0 for libraries serving smaller primary clienteles; a t-test shows that this difference is significant ($p < .01$). Thirty-one percent of the head librarians in libraries serving more than 375 persons had been with their present organizations ten years or longer, compared to nineteen percent of the head librarians in libraries serving smaller primary clienteles.

Data on the head librarians' years of experience in libraries are given in Table 13 (page 30). The overall mean is 11.2 years, and the overall median is 9.6 years, indicating that many of the head librarians had previously worked for organizations other than the one for which they worked at the time of the survey. Forty-seven percent of the respondents indicated that they had worked in libraries for ten or more years. Once again, the only significant variation was between libraries serving larger primary clienteles and those serving smaller primary clienteles. The mean for libraries serving larger primary clienteles is significantly greater than the mean for libraries serving smaller primary clienteles (12.6 years vs. 9.5 years, $p < .01$).

SALARIES

Data were gathered regarding the head librarian's salary, the total salaries for professional staff other than the head librarian, the number of professional staff other than the head librarian (expressed in full-time-equivalence), the total salaries for nonprofessional staff, and the number of nonprofessional staff (expressed in FTE). The total salaries and FTE for professional staff other than the head librarian and for nonprofessional staff were used to calculate the average salaries for each library.

Data on the salaries of head librarians are given in Table 14 (page 31). The distribution of salaries was quite regular, with a median of $22,137 and a mean of $22,556. Only seven percent of the respondents reported head librarian's salaries of less than $10,000, and only six percent reported salaries of $40,000 or more.

The median and mean are both greatest for libraries in the Chicago area, and least for libraries in the Northern and central Illinois area. ANOVA shows that the variation in means is statistically significant ($p < .01$). It is interesting to note that, while the mean expenditure for salaries is least for the Southern Illinois area (Table 4, page 21), the mean head librarian's salary is least for the Northern and central Illinois area. Only five percent of the respondents in the Chicago area reported head librarian's salaries of less than $10,000, compared to eleven percent of the respondents in the Southern Illinois area and twelve percent of the respondents in the Northern and central Illinois area.

The mean head librarian's salary also varies significantly ($p < .05$) according to the position of the head librarian in the organization, being greatest for those librarians who reported to neither upper nor middle management and least for those who reported to middle management. Twelve percent of the respondents in the "other" category reported head librarian's salaries of $40,000 or more, compared to seven percent of the respondents who indicated that the head librarian reported to upper management and four percent of those who indicated that the head librarian reported to middle management.

Male head librarians appear to have been, on the average, paid substantially more than female head librarians. The median salary is $26,375 for male head librarians and $21,858 for female head librarians, while the mean salary is $27,309 for male head librarians and $21,547 for female head librarians. A t-test indicates that the difference in means is significant ($p < .01$).

Twenty-two percent of the male head librarians earned $40,000 or more per year, compared to three percent of the female head librarians. Thirty percent of the male head librarians earned less than $20,000 per year, compared to forty-four percent of the female head librarians.

There is also a significant relationship between the head librarian's salary and his or her age: older librarians were paid significantly more than younger librarians (t-test, $p < .01$). Education also shows a very strong relationship to salary. The mean salary for head librarians with advanced degrees in fields other than librarianship is more than $10,000 greater than the mean for head librarians with a two-year degree. Interestingly, the mean for head librarians with a library degree and an advanced degree in another field is somewhat less than the mean for head librarians with only an advanced degree in a nonlibrary field. Similarly, the mean for head librarians with a high school degree is greater than the means for head librarians with either some college but no college degree or a two-year degree. ANOVA shows that the differences among the means for the various educational levels is statistically significant ($p < .01$).

Head librarians in libraries serving larger primary clienteles were, on the average, paid more than head librarians in libraries serving 375 or fewer people ($p < .01$). The mean head librarian's salary for nonmedical libraries is significantly greater than the mean for medical libraries ($p < .01$), and the mean for libraries serving for-profit organizations is greater than the mean for libraries serving not-for-profit organizations ($p < .01$).

The overall mean salary for professional staff other than the head librarian is $14,168 and the median is $11,675 (Table 15, page 33). Only twelve percent of the staff in this category earned $20,000 or more a year. None of the independent variables analyzed was significantly related to the salaries of professional staff other than the head librarian.

The overall mean salary for nonprofessional staff is $11,002 and the median is $9,993 (Table 16, page 34). Only fourteen percent of the nonprofessional staff earned $15,000 or more per year. Nonprofessional salaries were significantly related to none of the independent variables except the for-profit/not-for-profit status of the organization. The mean nonprofessional salary for libraries in profit-seeking organizations is $11,903, while the mean for libraries in not-for-profit organizations is $10,243 ($p < .01$).

CONCLUSIONS

A number of conclusions can be drawn from the data gathered for this survey. The most interesting relationships found seem to be those concerning expenditures and the salaries of head librarians, which were from the outset the focus of the study. These relationships can be summarized as follows:

Expenditures and head librarians' salaries:

1. are greater for libraries in the Chicago area than for libraries elsewhere in the state;

2. are greater for libraries serving larger clienteles than for those serving smaller clienteles;

3. are greater for nonmedical libraries than for medical libraries;

4. are greater for libraries serving profit-seeking organizations than for those in not-for-profit organizations;

5. are greater for libraries with male head librarians than for libraries with female head librarians.

Additionally, older head librarians earn greater salaries than younger head librarians. Most of these findings can be explained rather readily. The greater cost of living in the Chicago area easily accounts for the higher expenditures and salaries in that area. It can be assumed that a larger primary clientele is accompanied by greater demands for library service and that greater expenditures are required to meet those demands; furthermore, larger organizations may generally be wealthier and therefore able to offer better salaries. Profit-seeking organizations are generally by their very nature wealthier than not-for-profit organizations, and may also be more willing to commit funds to library services and salaries in order to benefit organizational goals. Nonmedical libraries are in general larger than medical libraries, and are more likely to be attached to profit-seeking organizations than are medical libraries. Older librarians presumably earn more primarily because they have been working in libraries in general and in their present organizations longer than their younger colleagues.

The relationships that cannot be so easily explained are those between expenditures and the sex of the head librarian and between the sex of the head librarian and his or her salary. Evidence that head librarians were more likely to be male than

female in for-profit organizations, in nonmedical libraries, and in libraries serving larger primary clienteles offer a partial explanation, but none of these relationships is substantial enough to constitute a full explanation. It is also the case that male head librarians tended to be slightly better educated than female head librarians, but again the differences are small. The similarities between the findings of this study and those of other studies of librarians' salaries are too great to be a result of coincidence. The inevitable conclusion is that pay equity for women has lagged in special libraries just as it has in other occupations, and that the status of female heads of special libraries is such that they are not able to command the budgets available to their male counterparts.

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TABLE 3: SIZE OF PRIMARY CLIENTELE
(Numbers in parentheses are percentages)

	1 to 99	100 to 199	200 to 299	300 to 499	500 to 699	700 to 999	1,000 to 1,499	1,500 to 1,999	2,000 or more	Total	Median	Mean
1. By Geographical Region*												
Chicago area	55 (21)	43 (16)	27 (10)	32 (12)	19 (7)	20 (8)	15 (6)	11 (4)	40 (15)	262 (100)	369	815
North/central	7 (14)	9 (17)	9 (17)	3 (6)	4 (8)	5 (10)	5 (10)	2 (4)	8 (15)	52 (100)	383	799
Southern	11 (26)	2 (5)	6 (14)	2 (5)	5 (12)	5 (12)	3 (7)	0 (0)	9 (21)	43 (100)	560	852
2. By Person to Whom Head Librarian Reports												
Upper mgmt.	39 (21)	25 (13)	20 (11)	18 (10)	16 (9)	17 (9)	13 (7)	9 (5)	32 (17)	189 (100)	408	815
Middle mgmt.	22 (16)	25 (19)	17 (13)	16 (12)	9 (7)	12 (9)	9 (7)	4 (3)	20 (15)	134 (100)	369	741
Other	12 (35)	4 (12)	5 (15)	3 (9)	3 (9)	1 (3)	1 (3)	0 (0)	5 (15)	34 (100)	220	590
3. By For-Profit/Not-For-Profit Status of Organization												
For-profit	44 (28)	35 (23)	17 (11)	17 (11)	8 (5)	7 (5)	2 (1)	3 (2)	22 (14)	155 (100)	196	594
Not-for-profit	29 (14)	19 (9)	25 (12)	20 (10)	20 (10)	23 (11)	21 (10)	10 (5)	35 (17)	202 (100)	590	898
4. By Medical/Nonmedical Library												
Medical	10 (9)	11 (9)	16 (14)	12 (10)	17 (14)	17 (14)	15 (13)	5 (4)	15 (13)	118 (100)	609	852
Nonmedical	62 (26)	44 (18)	26 (11)	25 (11)	11 (5)	13 (5)	8 (3)	8 (3)	42 (18)	239 (100)	252	723
5. All Respondents	73 (20)	54 (15)	42 (12)	37 (10)	28 (8)	30 (8)	23 (6)	13 (4)	57 (16)	357 (100)	376	766

*The Chicago area includes the Bur Oak, Chicago, DuPage, North Suburban and Suburban library systems. The Northern and central Illinois region includes the Corn Belt, Illinois Valley, Lincoln Trail, Northern Illinois, River Bend, Starved Rock, and Western Illinois library systems. The Southern Illinois region includes the Cumberland Trail, Great River, Kaskaskia, Lewis and Clark, Rolling Prairie and Shawnee library systems.

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TABLE 4: ANNUAL EXPENDITURES FOR SALARIES
(Numbers in parentheses are percentages)

	$7,499 or less	$7,500 to $9,999	$10,000 to $14,999	$15,000 to $19,999	$20,000 to $29,999	$30,000 to $49,999	$50,000 to $99,999	$100,000 to $249,999	$250,000 to $499,999	$500,000 or more	Total	Median	Mean
1. By Geographical Area													
Chicago area	10 (4)	6 (3)	19 (8)	20 (8)	40 (17)	52 (22)	52 (22)	24 (10)	8 (3)	7 (3)	238 (100)	$39,892	$80,411
North/central	5 (10)	2 (4)	3 (6)	11 (22)	10 (20)	8 (16)	4 (8)	5 (10)	1 (2)	0 (0)	49 (100)	$24,438	$48,827
Southern	7 (17)	0 (0)	1 (3)	8 (20)	9 (22)	9 (22)	3 (7)	3 (7)	1 (3)	0 (0)	41 (100)	$25,000	$46,280
2. By Person to Whom Head Librarian Reports													
Upper mgmt.	12 (7)	3 (2)	12 (7)	18 (11)	36 (21)	34 (20)	31 (18)	17 (10)	7 (4)	2 (1)	172 (100)	$39,676	$69,397
Middle mgmt.	6 (5)	5 (4)	7 (6)	20 (16)	19 (15)	29 (23)	22 (18)	13 (10)	2 (2)	2 (2)	125 (100)	$38,838	$64,170
Other	4 (13)	0 (0)	3 (10)	1 (3)	4 (13)	6 (20)	6 (20)	2 (7)	1 (3)	3 (10)	30 (100)	$40,000	$113,000
3. By Sex of Head Librarian													
Female	16 (6)	7 (3)	18 (7)	34 (13)	51 (19)	59 (22)	47 (18)	23 (9)	8 (3)	2 (1)	265 (100)	$38,538	$61,684
Male	5 (9)	1 (2)	4 (7)	5 (9)	8 (14)	9 (15)	11 (19)	9 (15)	2 (3)	5 (9)	59 (100)	$40,833	$116,631
4. By Size of Primary Clientele													
1 to 375	16 (11)	4 (3)	14 (10)	19 (13)	30 (21)	30 (21)	19 (13)	11 (8)	1 (1)	1 (1)	145 (100)	$25,562	$47,569
376 or more	5 (3)	4 (2)	8 (5)	18 (10)	27 (15)	38 (22)	40 (23)	20 (11)	9 (5)	6 (3)	175 (100)	$40,641	$92,257
5. By Medical/Nonmedical Library													
Medical	9 (8)	5 (4)	12 (11)	20 (18)	23 (20)	20 (18)	12 (11)	7 (6)	2 (2)	3 (3)	113 (100)	$24,837	$58,750
Nonmedical	13 (6)	3 (1)	10 (5)	19 (9)	36 (17)	49 (23)	47 (22)	25 (12)	8 (4)	4 (2)	214 (100)	$40,115	$78,078
6. By For-Profit/Not-For-Profit Status of Organization													
For-profit	4 (3)	3 (2)	6 (5)	9 (7)	24 (18)	31 (23)	31 (23)	20 (15)	5 (4)	1 (1)	134 (100)	$40,665	$77,752
Not-for-profit	18 (9)	5 (3)	16 (8)	30 (16)	35 (18)	38 (20)	28 (15)	12 (6)	5 (3)	6 (3)	193 (100)	$26,071	$66,988
7. All Respondents	22 (7)	8 (2)	22 (7)	39 (12)	59 (18)	69 (21)	59 (18)	32 (10)	10 (3)	7 (2)	327 (100)	$38,859	$71,399

TABLE 5: ANNUAL EXPENDITURES FOR MATERIALS
(Numbers in parentheses are percentages)

	$999 or less	$1,000 to $4,999	$5,000 to $9,999	$10,000 to $14,999	$15,000 to $19,999	$20,000 to $24,999	$25,000 to $29,999	$30,000 to $49,999	$50,000 to $99,999	$100,000 or more	Total	Median	Mean
1. By Geographical Area													
Chicago area	7 (3)	25 (11)	30 (13)	22 (9)	20 (9)	14 (6)	16 (7)	31 (13)	35 (15)	36 (15)	236 (100)	$23,625	$42,586
North/central	1 (2)	8 (17)	7 (15)	7 (15)	2 (4)	5 (11)	3 (6)	3 (6)	8 (17)	3 (6)	47 (100)	$16,938	$31,697
Southern	3 (7)	13 (31)	5 (12)	4 (9)	6 (14)	2 (5)	2 (5)	2 (5)	1 (2)	4 (10)	42 (100)	$8,625	$23,542
2. By Person to Whom Head Librarian Reports													
Upper mgmt.	5 (3)	28 (16)	24 (14)	20 (12)	14 (8)	12 (7)	10 (6)	19 (11)	23 (13)	19 (11)	174 (100)	$17,982	$35,447
Middle mgmt.	3 (3)	16 (13)	17 (14)	12 (10)	13 (11)	8 (7)	9 (8)	13 (11)	14 (12)	15 (13)	120 (100)	$18,452	$36,898
Other	3 (10)	2 (7)	1 (3)	1 (3)	1 (3)	1 (3)	2 (7)	4 (13)	7 (23)	9 (29)	31 (100)	$74,036	$62,363
3. By Sex of Head Librarian													
Female	7 (3)	35 (13)	39 (15)	27 (10)	22 (8)	17 (7)	19 (7)	27 (10)	38 (15)	31 (12)	262 (100)	$21,507	$37,539
Male	3 (5)	10 (17)	3 (5)	6 (10)	6 (10)	4 (7)	1 (2)	9 (15)	6 (10)	12 (20)	60 (100)	$22,500	$44,371
4. By Size of Primary Clientele													
1 to 375	8 (6)	29 (20)	27 (19)	12 (8)	11 (8)	7 (5)	8 (6)	10 (7)	20 (14)	13 (9)	145 (100)	$12,969	$31,314
376 or more	3 (2)	16 (9)	14 (8)	20 (12)	15 (9)	14 (8)	13 (8)	24 (14)	23 (13)	30 (17)	172 (100)	$27,067	$45,205
5. By Medical/Nonmedical Library													
Medical	3 (3)	20 (18)	20 (18)	17 (15)	13 (12)	8 (7)	5 (4)	12 (11)	7 (6)	8 (7)	113 (100)	$13,162	$26,325
Nonmedical	8 (4)	26 (12)	22 (10)	16 (8)	15 (7)	13 (6)	16 (8)	24 (11)	37 (18)	35 (17)	212 (100)	$27,219	$45,066
6. By For-Profit/Not-For-Profit Status of Organization													
For-profit	3 (2)	12 (9)	11 (8)	7 (5)	9 (7)	9 (7)	12 (9)	14 (10)	29 (22)	28 (21)	134 (100)	$39,518	$53,233
Not-for-profit	8 (4)	34 (18)	31 (16)	26 (14)	19 (10)	12 (6)	9 (5)	22 (12)	15 (8)	15 (8)	191 (100)	$13,322	$28,249
7. All Respondents	11 (3)	46 (14)	42 (13)	33 (10)	28 (9)	21 (7)	21 (7)	36 (11)	44 (14)	43 (13)	325 (100)	$21,643	$38,550

TABLE 6: ANNUAL EXPENDITURES, OTHER THAN EXPENDITURES FOR SALARIES AND MATERIALS
(Numbers in parentheses are percentages)

	$999 or less	$1,000 to $4,999	$5,000 to $9,999	$10,000 to $14,999	$15,000 to $19,999	$20,000 to $24,999	$25,000 to $29,999	$30,000 to $49,999	$50,000 to $99,999	$100,000 or more	Total	Median	Mean
1. By Geographical Area													
Chicago area	37 (18)	56 (27)	21 (10)	12 (6)	14 (7)	8 (4)	9 (4)	20 (10)	13 (6)	20 (10)	210 (100)	$7,661	$25,956
North/central	12 (29)	11 (27)	5 (12)	3 (7)	1 (2)	3 (7)	1 (2)	1 (2)	1 (2)	3 (7)	41 (100)	$3,614	$17,549
Southern	13 (37)	6 (17)	5 (14)	0 (0)	3 (9)	0 (0)	1 (3)	0 (0)	4 (11)	3 (9)	35 (100)	$3,563	$23,436
2. By Person to Whom Head Librarian Reports													
Upper mgmt.	29 (20)	38 (26)	15 (10)	8 (5)	9 (6)	7 (5)	5 (3)	12 (8)	11 (7)	15 (10)	149 (100)	$7,500	$26,716
Middle mgmt.	27 (25)	28 (26)	13 (12)	7 (6)	6 (6)	3 (3)	5 (5)	9 (8)	5 (5)	6 (6)	109 (100)	$4,085	$19,122
Other	6 (21)	7 (25)	3 (11)	0 (0)	3 (11)	1 (4)	1 (4)	0 (0)	2 (7)	5 (18)	28 (100)	$7,125	$33,054
3. By Sex of Head Librarian													
Female	49 (21)	62 (27)	27 (12)	11 (5)	15 (7)	7 (3)	10 (4)	20 (9)	14 (6)	16 (7)	231 (100)	$6,750	$22,111
Male	12 (23)	10 (19)	4 (8)	4 (8)	3 (6)	4 (8)	0 (0)	1 (2)	4 (8)	10 (19)	52 (100)	$8,625	$35,606
4. By Size of Primary Clientele													
1 to 375	44 (35)	26 (21)	11 (9)	7 (6)	9 (7)	6 (5)	2 (2)	12 (10)	4 (3)	3 (2)	124 (100)	$3,473	$14,383
376 or more	16 (10)	46 (30)	18 (12)	8 (5)	9 (6)	5 (3)	9 (6)	9 (6)	14 (9)	22 (14)	156 (100)	$8,375	$32,452
5. By Medical/Nonmedical Library													
Medical	28 (28)	34 (34)	13 (13)	3 (3)	4 (4)	3 (3)	1 (1)	2 (2)	6 (6)	6 (6)	100 (100)	$3,331	$17,030
Nonmedical	34 (18)	39 (21)	18 (10)	12 (7)	14 (8)	8 (4)	10 (5)	19 (10)	12 (7)	20 (11)	186 (100)	$11,750	$28,427
6. By For-Profit/Not-For-Profit Status of Organization													
For-profit	18 (16)	28 (24)	14 (12)	7 (6)	5 (4)	8 (7)	4 (4)	12 (10)	8 (7)	11 (10)	115 (100)	$8,223	$27,152
Not-for-profit	44 (26)	45 (26)	17 (10)	8 (5)	13 (8)	3 (2)	7 (4)	9 (5)	10 (6)	15 (9)	171 (100)	$3,950	$22,620
7. All Respondents	62 (22)	73 (26)	31 (11)	15 (5)	18 (6)	11 (4)	11 (4)	21 (7)	18 (6)	26 (9)	286 (100)	$6,956	$24,442

TABLE 7: TOTAL ANNUAL OPERATING EXPENDITURES
(Numbers in parentheses are percentages)

	$1,000 to $4,999	$5,000 to $9,999	$10,000 to $14,999	$15,000 to $19,999	$20,000 to $24,999	$25,000 to $29,999	$30,000 to $49,999	$50,000 to $99,999	$100,000 to $199,999	$200,000 or more	Total	Median	Mean
1. By Geographical Area													
Chicago area	2 (1)	11 (4)	3 (1)	8 (3)	9 (4)	10 (4)	40 (16)	58 (24)	51 (21)	56 (23)	248 (100)	$75,063	$139,349
North/central	0 (0)	4 (8)	0 (0)	3 (6)	7 (13)	5 (10)	9 (17)	9 (17)	8 (15)	8 (15)	53 (100)	$40,125	$92,035
Southern	1 (2)	6 (14)	1 (2)	1 (2)	3 (7)	2 (5)	9 (21)	10 (24)	2 (5)	7 (17)	42 (100)	$45,500	$88,250
2. By Person to Whom Head Librarian Reports													
Upper mgmt.	1 (1)	11 (6)	3 (2)	5 (3)	11 (6)	8 (4)	35 (19)	43 (24)	29 (16)	35 (19)	181 (100)	$65,031	$122,015
Middle mgmt.	2 (2)	6 (5)	1 (1)	7 (5)	7 (5)	9 (7)	22 (17)	31 (24)	22 (17)	22 (17)	129 (100)	$63,250	$114,435
Other	0 (0)	4 (13)	0 (0)	0 (0)	2 (6)	2 (6)	1 (3)	3 (9)	10 (31)	10 (31)	32 (100)	$118,125	$195,273
3. By Sex of Head Librarian													
Female	2 (1)	14 (5)	4 (1)	10 (4)	19 (7)	15 (5)	48 (17)	66 (24)	47 (17)	50 (18)	275 (100)	$65,100	$113,779
Male	1 (2)	6 (10)	0 (0)	2 (3)	1 (2)	2 (3)	12 (19)	11 (18)	17 (27)	10 (16)	62 (100)	$72,625	$183,790
4. By Size of Primary Clientele													
1 to 375	2 (1)	13 (9)	3 (2)	8 (5)	13 (9)	12 (8)	22 (15)	30 (20)	28 (18)	20 (13)	151 (100)	$50,125	$86,984
376 or more	0 (0)	7 (4)	1 (1)	4 (2)	7 (4)	4 (2)	31 (17)	46 (26)	33 (18)	47 (26)	180 (100)	$78,125	$161,015
5. By Medical/Nonmedical Library													
Medical	2 (2)	8 (7)	2 (2)	7 (6)	12 (10)	8 (7)	29 (25)	21 (18)	15 (13)	13 (11)	117 (100)	$42,469	$96,722
Nonmedical	1 (.5)	13 (6)	2 (1)	5 (2)	8 (4)	9 (4)	29 (13)	56 (25)	48 (22)	52 (23)	223 (100)	$85,500	$141,481
6. By For-Profit/Not-For-Profit Status of Organization													
For-profit	0 (0)	4 (3)	1 (1)	4 (3)	5 (4)	6 (4)	16 (11)	32 (23)	36 (26)	37 (26)	141 (100)	$ 103,000	$146,628
Not-for-profit	2 (1)	17 (9)	3 (2)	8 (4)	15 (8)	11 (6)	42 (21)	45 (23)	27 (14)	29 (25)	199 (100)	$50,438	$111,519
7. All Respondents	3 (1)	21 (6)	4 (1)	12 (4)	20 (6)	17 (5)	58 (17)	77 (23)	61 (18)	67 (20)	340 (100)	$67,458	$126,079

TABLE 8: PERSON TO WHOM HEAD LIBRARIAN REPORTS
(Numbers in parentheses are percentages)

	UPPER MGMT.	MIDDLE MGMT.	BOARD	COMMITTEE	OTHER	TOTAL
1. By Geographical Area						
Chicago area	129 (48)	110 (41)	5 (2)	15 (6)	10 (4)	269 (100)
North/central	33 (61)	20 (37)	0 (0)	1 (2)	0 (0)	54 (100)
Southern	30 (70)	9 (21)	2 (5)	0 (0)	2 (5)	43 (100)
2. By Sex of Head Librarian						
Female	153 (51)	124 (41)	3 (1)	12 (4)	9 (3)	301 (100)
Male	39 (52)	25 (33)	4 (5)	4 (5)	3 (4)	75 (100)
3. By Size of Primary Clientele						
1 to 375	84 (50)	64 (38)	1 (1)	11 (7)	9 (5)	169 (100)
376 or more	105 (56)	70 (37)	6 (3)	5 (3)	2 (1)	188 (100)
4. By Medical/Nonmedical Library						
Medical	73 (60)	41 (34)	1 (1)	3 (3)	3 (3)	121 (100)
Nonmedical	119 (49)	98 (40)	6 (2)	13 (5)	9 (4)	245 (100)
5. By For-Profit/Not-For-Profit Status of Organization						
For-profit	67 (42)	75 (47)	1 (1)	10 (6)	6 (4)	159 (100)
Not-for-profit	125 (60)	64 (31)	6 (3)	6 (3)	6 (3)	207 (100)
6. All Respondents	192 (53)	139 (38)	7 (2)	16 (4)	12 (3)	366 (100)

TABLE 9: AGE OF HEAD LIBRARIAN
(Numbers in parentheses are percentages)

	25 or younger	26 to 30	31 to 35	36 to 40	41 to 45	46 to 50	51 to 55	56 to 61	61 or older	Total	Median	Mean
1. By Geographical Area												
Chicago area	8 (3)	39 (15)	58 (22)	46 (18)	20 (8)	20 (8)	35 (13)	24 (9)	12 (5)	262 (100)	38	41
North/central	3 (6)	7 (13)	10 (19)	9 (17)	7 (13)	5 (9)	4 (8)	4 (8)	4 (8)	53 (100)	39	41
Southern	1 (2)	2 (5)	10 (23)	6 (14)	7 (16)	3 (7)	3 (7)	7 (16)	4 (9)	43 (100)	42	44
2. By Person to Whom Head Librarian Reports												
Upper mgmt.	7 (4)	31 (17)	36 (19)	31 (17)	21 (11)	15 (8)	23 (12)	13 (7)	10 (5)	187 (100)	39	41
Middle mgmt.	3 (2)	11 (8)	32 (24)	21 (15)	12 (9)	11 (8)	19 (14)	19 (14)	8 (6)	136 (100)	41	43
Other	2 (6)	6 (17)	10 (29)	9 (26)	1 (3)	2 (6)	0 (0)	3 (9)	2 (6)	35 (100)	35	38
3. By Sex of Head Librarian												
Female	12 (4)	41 (14)	61 (21)	48 (16)	27 (9)	25 (9)	35 (12)	30 (10)	14 (5)	293 (100)	39	41
Male	0 (0)	7 (11)	17 (26)	13 (20)	7 (11)	3 (5)	7 (11)	5 (8)	6 (9)	65 (100)	39	42
4. By Size of Primary Clientele												
1 to 375	5 (3)	30 (18)	42 (25)	28 (17)	13 (8)	15 (9)	11 (7)	12 (7)	11 (7)	167 (100)	37	40
376 or more	7 (4)	17 (9)	34 (19)	32 (18)	20 (11)	11 (6)	30 (17)	22 (12)	9 (5)	182 (100)	41	43
5. By Medical/Nonmedical Library												
Medical	4 (3)	11 (10)	19 (16)	22 (19)	16 (14)	7 (6)	17 (15)	11 (10)	9 (8)	116 (100)	41	43
Nonmedical	8 (3)	37 (15)	59 (24)	39 (16)	18 (7)	21 (9)	25 (10)	24 (10)	11 (5)	242 (100)	38	41
6. By For-Profit/Not-For-Profit Status of Organization												
For-profit	5 (3)	27 (17)	37 (24)	25 (16)	10 (6)	14 (9)	17 (11)	16 (10)	5 (3)	156 (100)	37	40
Not-for-profit	7 (4)	21 (10)	41 (20)	36 (18)	24 (12)	14 (7)	25 (12)	19 (9)	15 (7)	202 (100)	40	42
7. All Respondents	12 (3)	48 (14)	78 (22)	61 (17)	34 (10)	28 (8)	42 (12)	35 (10)	20 (6)	358 (100)	39	41

TABLE 10: EDUCATIONAL LEVEL OF HEAD LIBRARIAN
(Numbers in parentheses are percentages)

	High School	Some College	Two-Year Degree	Bachelor's Degree	MLS	Other Advanced Degree	MLS and Advanced Degree	Other	Total
1. By Geographical Area									
Chicago area	3 (1)	16 (6)	3 (1)	32 (12)	148 (56)	22 (8)	40 (15)	1 (.4)	265 (100)
North/central	0 (0)	5 (9)	5 (9)	15 (28)	22 (41)	1 (2)	6 (11)	0 (0)	54 (100)
Southern	3 (7)	6 (14)	2 (5)	9 (21)	14 (33)	6 (14)	2 (5)	1 (2)	43 (100)
2. By Person to Whom Head Librarian Reports									
Upper mgmt.	2 (1)	13 (7)	5 (3)	30 (16)	97 (51)	17 (9)	25 (13)	2 (1)	191 (100)
Middle mgmt.	3 (2)	13 (10)	5 (4)	20 (15)	71 (52)	9 (7)	15 (11)	0 (0)	136 (100)
Other	1 (3)	1 (3)	0 (0)	6 (17)	16 (46)	3 (9)	8 (23)	0 (0)	35 (100)
3. By Sex of Head Librarian									
Female	6 (2)	25 (8)	10 (3)	48 (16)	154 (52)	17 (6)	36 (12)	1 (.3)	297 (100)
Male	0 (0)	2 (3)	0 (0)	8 (12)	30 (46)	12 (19)	12 (19)	1 (2)	65 (100)
4. By Size of Primary Clientele									
1 to 375	2 (1)	13 (8)	8 (5)	26 (16)	86 (51)	13 (8)	20 (12)	0 (0)	168 (100)
376 or more	3 (2)	13 (7)	2 (1)	29 (16)	93 (50)	16 (9)	27 (15)	2 (1)	185 (100)
5. By Medical/Nonmedical Library									
Medical	4 (3)	12 (10)	6 (5)	22 (19)	52 (44)	9 (8)	13 (11)	1 (1)	119 (100)
Nonmedical	2 (1)	15 (6)	4 (2)	34 (14)	132 (54)	20 (8)	35 (14)	1 (.4)	243 (100)
6. By For-Profit/Not-For-Profit Status of Organization									
For-profit	1 (1)	8 (5)	1 (1)	21 (13)	88 (56)	15 (10)	22 (14)	1 (1)	157 (100)
Not-for-profit	5 (2)	19 (9)	9 (4)	35 (17)	96 (47)	14 (7)	26 (13)	1 (1)	205 (100)
7. All Respondents	6 (2)	27 (7)	10 (3)	56 (15)	184 (51)	29 (8)	48 (13)	2 (1)	362 (100)

TABLE 11: HEAD LIBRARIAN'S YEARS OF EXPERIENCE IN PRESENT POSITION
(Numbers in parentheses are percentages)

	Less than 2	2 to 4	4 to 6	6 to 8	8 to 10	10 to 16	16 to 21	21 to 26	26 or more	Total	Median	Mean
1. By Geographical Region												
Chicago area	64 (24)	59 (22)	39 (15)	28 (11)	19 (7)	36 (14)	11 (4)	8 (3)	1 (.4)	265 (100)	4.5	6.4
North/central	8 (15)	13 (24)	10 (19)	4 (7)	0 (0)	12 (22)	6 (11)	0 (0)	1 (2)	54 (100)	5.2	7.8
Southern	6 (14)	10 (23)	6 (14)	7 (16)	3 (7)	8 (19)	2 (5)	0 (0)	1 (2)	43 (100)	5.8	7.3
2. By Person to Whom Head Librarian Reports												
Upper mgmt.	37 (19)	43 (23)	36 (19)	24 (13)	9 (5)	28 (15)	7 (4)	4 (2)	2 (1)	190 (100)	4.8	6.5
Middle mgmt.	33 (24)	26 (19)	17 (12)	13 (10)	10 (7)	26 (19)	9 (7)	2 (1)	1 (1)	137 (100)	5.1	7.0
Other	8 (23)	13 (37)	2 (6)	2 (6)	3 (9)	2 (6)	3 (9)	2 (6)	0 (0)	35 (100)	3.5	6.5
3. By Sex of Head Librarian												
Female	67 (23)	63 (21)	48 (16)	31 (10)	22 (7)	45 (15)	15 (5)	3 (1)	3 (1)	297 (100)	5.0	7.0
Male	11 (17)	19 (29)	7 (11)	8 (12)	0 (0)	11 (17)	4 (6)	5 (8)	0 (0)	65 (100)	5.0	8.0
4. By Size of Primary Clientele												
375 or less	40 (24)	44 (26)	25 (15)	23 (14)	6 (4)	20 (12)	5 (3)	5 (3)	0 (0)	168 (100)	4.0	5.8
376 or more	36 (20)	35 (19)	30 (16)	15 (8)	16 (9)	35 (19)	12 (7)	3 (2)	3 (2)	185 (100)	5.4	7.4
5. By Medical/Nonmedical Library												
Medical	17 (14)	17 (14)	24 (20)	18 (15)	13 (11)	22 (19)	4 (3)	2 (2)	1 (1)	118 (100)	6.1	7.3
Nonmedical	61 (25)	65 (27)	31 (13)	21 (9)	9 (4)	34 (14)	15 (6)	6 (3)	2 (1)	244 (100)	3.9	6.4
6. By For-Profit/Not-For-Profit Status of Organization												
For-profit	41 (26)	38 (24)	21 (13)	14 (9)	7 (4)	25 (16)	6 (4)	5 (3)	1 (1)	158 (100)	4.0	6.4
Not-for-profit	37 (18)	44 (22)	34 (17)	25 (12)	15 (7)	31 (15)	13 (6)	3 (2)	2 (1)	204 (100)	5.2	7.0
7. All Respondents	78 (22)	82 (23)	55 (15)	39 (11)	22 (6)	56 (16)	19 (5)	8 (2)	3 (1)	362 (100)	4.8	6.7

TABLE 12: HEAD LIBRARIAN'S YEARS OF EXPERIENCE IN PRESENT ORGANIZATION
(Numbers in parentheses are percentages)

	Less than 2	2 to 4	4 to 6	6 to 8	8 to 10	10 to 16	16 to 21	21 to 26	26 or more	Total	Median	Mean
1. By Geographical Region												
Chicago area	59 (22)	53 (20)	39 (15)	25 (10)	24 (9)	35 (13)	13 (5)	10 (4)	5 (2)	263 (100)	5.0	7.2
North/central	8 (15)	11 (21)	8 (15)	5 (9)	1 (2)	12 (23)	5 (9)	2 (4)	1 (2)	53 (100)	5.9	8.5
Southern	8 (19)	8 (19)	5 (12)	8 (19)	4 (9)	7 (16)	2 (5)	0 (0)	1 (2)	43 (100)	6.1	7.1
2. By Person to Whom Head Librarian Reports												
Upper mgmt.	38 (20)	37 (20)	35 (19)	23 (12)	12 (6)	27 (14)	8 (4)	6 (3)	3 (2)	189 (100)	5.1	7.0
Middle mgmt.	29 (22)	24 (18)	14 (10)	12 (9)	14 (10)	26 (19)	9 (7)	4 (3)	3 (2)	135 (100)	6.1	7.9
Other	8 (23)	11 (31)	3 (9)	3 (9)	3 (9)	1 (3)	3 (9)	2 (6)	1 (3)	35 (100)	3.7	7.1
3. By Sex of Head Librarian												
Female	63 (21)	58 (20)	42 (14)	31 (11)	27 (9)	44 (15)	15 (5)	8 (3)	6 (2)	294 (100)	5.0	7.0
Male	12 (19)	14 (22)	10 (15)	7 (11)	2 (3)	10 (15)	5 (8)	4 (6)	1 (2)	65 (100)	5.0	8.0
4. By Size of Primary Clientele												
375 or less	42 (26)	38 (23)	23 (14)	24 (15)	8 (5)	19 (12)	6 (4)	4 (2)	1 (1)	165 (100)	4.2	6.0
376 or more	32 (17)	31 (17)	29 (16)	13 (7)	21 (11)	32 (17)	13 (7)	8 (4)	6 (3)	185 (100)	6.1	8.5
5. By Medical/Nonmedical Library												
Medical	17 (15)	18 (16)	21 (18)	16 (14)	15 (13)	21 (18)	4 (3)	3 (3)	1 (1)	116 (100)	6.3	7.5
Nonmedical	58 (24)	54 (22)	31 (13)	22 (9)	14 (6)	33 (14)	16 (7)	9 (4)	6 (3)	243 (100)	4.6	7.3
6. By For-Profit/Not-For-Profit Status of Organization												
For-profit	39 (25)	32 (21)	20 (13)	15 (10)	9 (6)	25 (16)	8 (5)	5 (3)	3 (2)	156 (100)	4.7	7.1
Not-for-profit	36 (18)	40 (20)	32 (16)	23 (11)	20 (10)	29 (14)	12 (6)	7 (3)	4 (2)	203 (100)	5.6	7.6
7. All Respondents	75 (21)	72 (20)	52 (15)	38 (11)	29 (9)	54 (15)	20 (6)	12 (3)	7 (2)	359 (100)	5.3	7.4

TABLE 13: HEAD LIBRARIAN'S YEARS OF EXPERIENCE IN LIBRARIES

(Numbers in parentheses are percentages)

	Less than 2	2 to 4	4 to 6	6 to 8	8 to 10	10 to 16	16 to 21	21 to 26	26 or more	Total	Median	Mean
1. By Geographical Region												
Chicago area	16 (6)	22 (8)	44 (17)	22 (8)	39 (15)	62 (24)	21 (8)	15 (6)	20 (7)	261 (100)	9.4	11.3
North/central	5 (9)	8 (15)	1 (2)	8 (15)	1 (2)	19 (36)	6 (11)	2 (4)	3 (6)	53 (100)	12.4	12.1
Southern	7 (17)	3 (7)	4 (10)	4 (10)	2 (5)	12 (29)	5 (12)	2 (5)	2 (5)	41 (100)	12.1	10.7
2. By Person to Whom Head Librarian Reports												
Upper mgmt.	15 (8)	15 (8)	31 (17)	22 (12)	22 (12)	39 (21)	21 (11)	11 (6)	10 (5)	186 (100)	8.9	10.9
Middle mgmt.	11 (8)	11 (8)	14 (10)	8 (6)	13 (10)	49 (37)	8 (6)	8 (6)	12 (9)	134 (100)	12.4	12.1
Other	2 (6)	7 (20)	4 (11)	4 (11)	7 (20)	5 (14)	3 (9)	0 (0)	3 (9)	35 (100)	8.1	9.8
3. By Sex of Head Librarian												
Female	19 (7)	32 (11)	44 (15)	25 (9)	31 (11)	81 (28)	25 (9)	15 (5)	18 (6)	290 (100)	10.0	11.0
Male	9 (14)	1 (2)	5 (8)	9 (14)	11 (17)	12 (19)	7 (11)	4 (6)	7 (11)	65 (100)	10.0	12.0
4. By Size of Primary Clientele												
375 or less	19 (12)	17 (11)	28 (17)	19 (12)	20 (12)	35 (22)	10 (6)	7 (4)	7 (4)	162 (100)	7.8	9.5
376 or more	9 (5)	16 (9)	20 (11)	14 (8)	21 (11)	56 (30)	19 (10)	11 (6)	18 (10)	184 (100)	12.4	12.6
5. By Medical/Nonmedical Library												
Medical	8 (7)	11 (10)	8 (7)	12 (10)	16 (14)	43 (37)	7 (6)	4 (3)	6 (5)	115 (100)	12.1	11.1
Nonmedical	20 (8)	22 (9)	41 (17)	22 (9)	26 (11)	50 (21)	25 (10)	15 (6)	19 (8)	240 (100)	9.2	11.3
6. By For-Profit/Not-For-Profit Status of Organization												
For-profit	10 (7)	14 (9)	27 (18)	19 (12)	13 (8)	36 (23)	17 (11)	8 (5)	10 (7)	154 (100)	9.1	11.1
Not-for-profit	18 (9)	19 (10)	22 (11)	15 (8)	29 (14)	57 (28)	15 (8)	11 (6)	15 (8)	201 (100)	9.8	11.3
7. All Respondents	28 (8)	33 (9)	49 (14)	34 (10)	42 (12)	93 (26)	32 (9)	19 (5)	25 (7)	355 (100)	9.6	11.2

TABLE 14: HEAD LIBRARIAN'S SALARY
(Numbers in parentheses are percentages)

	$9,999 or less	$10,000 to $12,499	$12,500 to $14,999	$15,000 to $17,499	$17,500 to $19,999	$20,000 to $24,999	$25,000 to $29,999	$30,000 to $34,999	$35,000 to $39,999	$40,000 or more	Total	Median	Mean
1. By Geographical Area													
Chicago area	13 (5)	11 (4)	17 (7)	22 (9)	26 (10)	66 (26)	55 (22)	16 (6)	6 (2)	18 (7)	250 (100)	$22,614	$23,410
North/central	6 (12)	5 (10)	1 (2)	13 (27)	5 (10)	7 (14)	6 (12)	3 (6)	1 (2)	2 (4)	49 (100)	$17,404	$19,745
Southern	4 (11)	1 (3)	1 (3)	5 (13)	8 (21)	13 (34)	3 (8)	0 (0)	2 (5)	1 (3)	38 (100)	$20,000	$20,559
2. By Person to Whom Head Librarian Reports													
Upper mgmt.	11 (6)	10 (6)	8 (5)	18 (10)	23 (13)	44 (25)	35 (20)	11 (6)	3 (2)	12 (7)	175 (100)	$22,244	$22,807
Middle mgmt.	9 (7)	7 (5)	7 (5)	18 (14)	16 (12)	31 (24)	25 (19)	7 (5)	4 (3)	5 (4)	129 (100)	$21,855	$21,680
Other	3 (9)	0 (0)	4 (12)	4 (12)	0 (0)	11 (33)	4 (12)	1 (3)	2 (6)	4 (12)	33 (100)	$22,500	$23,964
3. By Sex of Head Librarian													
Female	21 (8)	13 (5)	17 (6)	37 (13)	33 (12)	74 (27)	54 (19)	13 (5)	8 (3)	8 (3)	278 (100)	$21,858	$21,547
Male	2 (4)	4 (7)	2 (4)	3 (5)	6 (10)	12 (20)	10 (17)	6 (10)	1 (2)	13 (22)	59 (100)	$26,375	$27,309
4. By Size of Primary Clientele													
1 to 375	17 (11)	10 (6)	13 (8)	23 (15)	15 (10)	36 (23)	29 (19)	3 (2)	4 (3)	6 (4)	156 (100)	$20,000	$20,504
376 or more	5 (3)	7 (4)	6 (4)	15 (9)	22 (13)	48 (28)	33 (19)	16 (9)	5 (3)	15 (9)	172 (100)	$22,865	$24,564
5. By Medical/Nonmedical Library													
Medical	10 (9)	8 (7)	7 (6)	16 (15)	18 (17)	24 (22)	14 (13)	7 (6)	3 (3)	2 (2)	109 (100)	$19,375	$20,310
Nonmedical	13 (6)	9 (4)	12 (5)	24 (11)	21 (9)	62 (27)	50 (22)	12 (5)	6 (3)	19 (8)	228 (100)	$22,661	$23,629
6. By For-Profit/Not-For-Profit Status of Organization													
For-profit	4 (3)	2 (1)	9 (6)	14 (10)	11 (8)	41 (28)	38 (26)	8 (6)	6 (4)	13 (9)	146 (100)	$23,262	$24,983
Not-for-profit	19 (10)	15 (8)	10 (5)	26 (14)	28 (15)	45 (24)	26 (14)	11 (6)	3 (2)	8 (4)	191 (100)	$19,777	$20,700

TABLE 14: HEAD LIBRARIAN'S SALARY (Continued)
(Numbers in parentheses are percentages)

	$9,999 or less	$10,000 to $12,499	$12,500 to $14,999	$15,000 to $17,499	$17,500 to $19,999	$20,000 to $24,999	$25,000 to $29,999	$30,000 to $34,999	$35,000 to $39,999	$40,000 or more	Total	Median	Mean
7. By Age													
39 or younger	11 (6)	10 (5)	12 (6)	26 (14)	20 (10)	55 (29)	40 (21)	11 (6)	2 (1)	6 (3)	193 (100)	$22,045	$21,749
40 or older	12 (8)	7 (5)	7 (5)	14 (10)	19 (13)	31 (22)	24 (17)	8 (6)	7 (5)	15 (10)	144 (100)	$22,298	$23,637
8. By Educational Level													
High school	0 (0)	0 (0)	1 (14)	1 (14)	2 (29)	3 (43)	0 (0)	0 (0)	0 (0)	0 (0)	7 (100)	$19,375	$19,286
Some college	1 (4)	1 (4)	8 (33)	5 (21)	5 (21)	4 (17)	0 (0)	0 (0)	0 (0)	0 (0)	24 (100)	$16,000	$16,406
Two-year degree	3 (33)	1 (11)	0 (0)	3 (33)	1 (11)	0 (0)	1 (11)	0 (0)	0 (0)	0 (0)	9 (100)	$15,617	$14,306
Bachelor's	4 (7)	6 (11)	3 (6)	8 (15)	7 (13)	12 (22)	11 (20)	0 (0)	1 (2)	2 (4)	54 (100)	$19,643	$20,370
MLS	12 (7)	5 (3)	6 (4)	17 (10)	17 (10)	46 (27)	43 (25)	10 (6)	4 (2)	10 (6)	170 (100)	$22,772	$23,331
Other advanced degree	0 (0)	3 (11)	1 (4)	3 (11)	5 (19)	3 (11)	3 (11)	0 (0)	3 (11)	6 (22)	27 (100)	$22,500	$26,759
MLS + advanced degree	3 (7)	1 (2)	0 (0)	3 (7)	2 (4)	18 (40)	6 (13)	9 (20)	1 (2)	2 (4)	45 (100)	$23,125	$24,667
9. All Respondents	23 (7)	17 (5)	19 (6)	40 (12)	49 (14)	86 (25)	64 (18)	19 (5)	9 (3)	21 (6)	347 (100)	$22,137	$22,556

TABLE 15: SALARIES OF PROFESSSIONAL STAFF:
NOT INCLUDING HEAD LIBRARIAN
(Numbers in parentheses are percentages)

	$9,999 or less	$10,000 to $12,499	$12,500 to $14,999	$15,000 to $17,499	$17,500 to $19,999	$20,000 to $24,999	$25,000 to $29,999	$30,000 to $34,999	$35,000 to $39,999	$40,000 or more	Total	Median	Mean
1. By Geographical Area													
Chicago area	23 (24)	30 (32)	10 (11)	6 (6)	16 (17)	1 (1)	2 (2)	2 (2)	3 (3)	2 (2)	95 (100)	$11,677	$13,905
North/central	4 (29)	3 (21)	2 (14)	0 (0)	2 (14)	1 (7)	0 (0)	1 (7)	0 (0)	1 (7)	14 (100)	$13,991	$16,100
Southern	1 (11)	3 (33)	1 (11)	1 (11)	3 (33)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	9 (100)	$14,000	$13,693
2. By Person to Whom Head Librarian Reports													
Upper mgmt.	11 (17)	20 (32)	11 (17)	3 (5)	12 (19)	1 (2)	0 (0)	1 (2)	1 (2)	3 (5)	63 (100)	$13,967	$14,891
Middle mgmt.	7 (17)	15 (36)	2 (5)	3 (7)	9 (21)	1 (2)	2 (5)	2 (5)	1 (2)	0 (0)	42 (100)	$11,696	$14,750
Other	10 (77)	1 (8)	1 (8)	1 (8)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	13 (100)	$8,160	$8,780
3. By Sex of Head Librarian													
Female	17 (18)	33 (35)	9 (10)	6 (6)	17 (18)	2 (2)	2 (2)	3 (3)	1 (1)	3 (3)	93 (100)	$11,677	$14,796
Male	10 (50)	3 (15)	1 (5)	1 (5)	4 (20)	0 (0)	0 (0)	0 (0)	1 (5)	0 (0)	20 (100)	$11,611	$12,104
4. By Size of Primary Clientele													
1 to 375	9 (24)	13 (34)	2 (5)	3 (8)	7 (18)	0 (0)	1 (3)	0 (0)	0 (0)	3 (8)	38 (100)	$11,676	$15,148
376 or more	19 (25)	21 (27)	12 (16)	4 (5)	13 (17)	2 (3)	1 (1)	3 (4)	2 (3)	0 (0)	77 (100)	$11,680	$13,758
5. By Medical/Nonmedical Library													
Medical	4 (15)	9 (33)	3 (11)	1 (4)	7 (26)	0 (0)	0 (0)	1 (4)	1 (4)	1 (4)	27 (100)	$14,013	$15,453
Nonmedical	24 (27)	27 (31)	8 (9)	6 (7)	14 (16)	2 (2)	2 (2)	2 (2)	1 (1)	2 (2)	88 (100)	$11,667	$13,729
6. By For-Profit/Not-For-Profit Status of Organization													
For-profit	16 (27)	18 (39)	5 (8)	5 (8)	9 (15)	1 (2)	2 (3)	2 (3)	0 (0)	2 (3)	60 (100)	$11,672	$14,351
Not-for-profit	13 (22)	18 (31)	9 (15)	2 (3)	12 (20)	1 (2)	0 (0)	1 (2)	2 (3)	1 (2)	59 (100)	$11,693	$13,984
7. All Respondents	28 (24)	36 (31)	14 (12)	7 (6)	21 (18)	2 (2)	2 (2)	3 (3)	2 (2)	3 (3)	118 (100)	$11,675	$14,168

TABLE 16: SALARIES OF NONPROFESSSIONAL STAFF
(Numbers in parentheses are percentages)

	$9,999 or less	$10,000 to $12,499	$12,500 to $14,999	$15,000 to $17,499	$17,500 to $19,999	$20,000 to $24,999	$25,000 to $29,999	$30,000 to $34,999	$35,000 to $39,999	$40,000 or more	Total	Median	Mean
1. By Geographical Area													
Chicago area	65 (40)	53 (33)	21 (13)	3 (2)	11 (7)	0 (0)	6 (4)	1 (1)	2 (1)	0 (0)	162 (100)	$9,999	$11,178
North/central	16 (59)	7 (26)	1 (4)	1 (4)	0 (0)	0 (0)	0 (0)	0 (0)	2 (7)	0 (0)	27 (100)	$8,343	$10,733
Southern	12 (52)	5 (22)	2 (9)	1 (4)	1 (4)	1 (4)	1 (4)	0 (0)	0 (0)	0 (0)	23 (100)	$8,371	$10,079
2. By Person to Whom Head Librarian Reports													
Upper mgmt.	56 (48)	33 (28)	13 (11)	3 (3)	3 (3)	1 (1)	3 (3)	1 (1)	3 (3)	0 (0)	116 (100)	$9,986	$10,815
Middle mgmt.	28 (38)	21 (28)	9 (12)	2 (3)	9 (12)	0 (0)	4 (5)	0 (0)	1 (1)	0 (0)	74 (100)	$10,014	$11,783
Other	9 (45)	9 (45)	2 (10)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	20 (100)	$9,805	$9,122
3. By Sex of Head Librarian													
Female	78 (45)	52 (30)	19 (11)	2 (1)	10 (6)	1 (1)	7 (4)	0 (0)	3 (2)	0 (0)	172 (100)	$9,990	$10,911
Male	14 (36)	13 (33)	5 (13)	3 (8)	2 (5)	0 (0)	0 (0)	1 (3)	1 (3)	0 (0)	39 (100)	$10,032	$11,456
4. By Size of Primary Clientele													
1 to 375	35 (40)	32 (37)	8 (9)	1 (1)	4 (5)	0 (0)	4 (5)	1 (1)	2 (2)	0 (0)	87 (100)	$9,985	$11,195
376 or more	57 (48)	30 (25)	15 (13)	4 (3)	8 (7)	1 (1)	3 (3)	0 (0)	2 (2)	0 (0)	120 (100)	$9,986	$10,896
5. By Medical/Nonmedical Library													
Medical	26 (45)	21 (36)	8 (14)	1 (2)	0 (0)	0 (0)	1 (2)	0 (0)	1 (2)	0 (0)	58 (100)	$9,968	$10,071
Nonmedical	67 (44)	42 (28)	16 (11)	4 (3)	11 (7)	1 (1)	6 (4)	1 (1)	3 (2)	0 (0)	151 (100)	$9,994	$11,353
6. By For-Profit/Not-For-Profit Status of Organization													
For-profit	34 (38)	30 (33)	9 (10)	2 (2)	7 (8)	0 (0)	6 (7)	1 (1)	1 (1)	0 (0)	90 (100)	$10,009	$11,903
Not-for-profit	59 (51)	35 (30)	8 (7)	3 (3)	5 (4)	1 (1)	1 (1)	0 (0)	3 (3)	0 (0)	115 (100)	$9,013	$10,243
7. All Respondents	93 (44)	65 (31)	24 (11)	5 (2)	11 (5)	1 (1)	7 (3)	1 (1)	4 (2)	0 (0)	211 (100)	$9,993	$11,002

APPENDIX 1: COVER LETTER AND QUESTIONNAIRE

JIM EDGAR
SECRETARY OF STATE

OFFICE OF THE SECRETARY OF STATE
SPRINGFIELD, ILLINOIS 62756

October 12, 1982

To the person in charge of this library:

The Illinois State Library is concerned with all types of libraries, and since 1981 has been gathering data on the resources, services and methods of special libraries. The Library Research Center of the University of Illinois has been commissioned to carry out this and other related surveys. The Library Research Center, working with an advisory committee of the Illinois Chapter of the Special Libraries Association, has recommended that the 1983 survey of Illinois special libraries which are affiliate members of ILLINET be on personnel and staff characteristics.

A copy of the quesionnaire is enclosed. Please answer the questionnaire as soon as possible, and return it to the Library Research Center using the envelope provided. Since the data requested become dated very quickly, you are encouraged to respond as soon as possible. A brief report on the results of the survey will be published by the Illinois Chapter of the Special Libraries Association; to facilitate the prompt publication of this report we are using a machine scored questionnaire form. A fuller report will appear as an issue of the Illinois State Library's Illinois Library Statistical Reports; you will automatically be sent a copy of the complete report when it is published. All respones will be held confidential, and under no circumstances will data for any particular organization or individual be published or otherwise disclosed.

This questionnaire has been reviewed by the advisory committee and was pretested in a group of Illinois special libraries. If you have any questions or comments about the survey form, call or write Danny Wallace or Herbert Goldhor, Library Research Center, 410 David Kinley Hall, University of Illinois, 1407 W. Gregory Drive, Urbana, IL 61801 (217/333-1980).

The subject of this survey is of great potential value to all special librarians. Please help us serve you better by answering this questionnaire completely, carefully and promptly.

Sincerely yours,

Kathryn J. Oesterfield

Kathryn J. Oesterfield
Director

KJG:sae

Illinois State Library, Springfield, IL 62756

PERSONNEL SURVEY: CHARACTERISTICS OF STAFFS OF SPECIAL LIBRARIES AND INFORMATION CENTERS WHICH ARE AFFILIATE MEMBERS OF LIBRARY SYSTEMS

Please complete this survey and return it in the enclosed envelope by February 1, 1983. Data should be based on the fiscal year ending anytime in 1982. Answer lines are numbered to correspond to question numbers; answers should be marked with a number two pencil. Do not staple answer sheets together.

Name of organization_____

Full address_____

_____

Name of your regional library system_____

1. Is the organization (1) for profit, or (2) not for profit?

2. Size of library/information center's primary clientele (those persons whom the library/information center is primarily intended to serve): (1) 1 to 99 (2) 100 to 199 (3) 200 to 299 (4) 300 to 499 (5) 500 to 699 (6) 700 to 999 (7) 1000 to 1499 (8) 1500 to 1999 (9) 2000 or more

3. Does the head librarian/information center manager report to (1) upper management, (2) middle management, (3) board, (4) committee, or (5) other (specify)_____

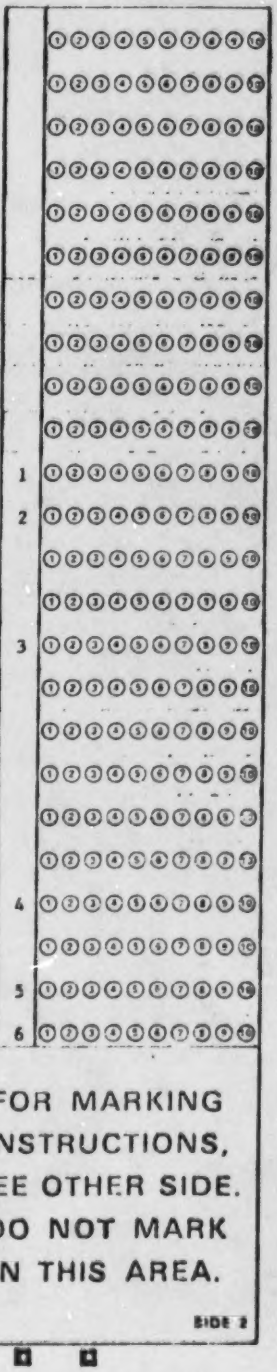
The following data concerning personnel, salaries and expenditures will be held strictly confidential, and under no circumstances will data for any individual or organization be disclosed. If you are unable to provide some data, so indicate when responding to Question 21.

Please provide the following data for the librarian/manager.

4. Education level: (1) High school diploma, (2) Some college but no degree, (3) Associate's or other two-year degree, (4) Bachelor's degree only, (5) Master's or other fifth-year degree in library science, (6) Advanced degree in field other than library science, (7) Master's degree in library science and advanced degree in another field, or (8) other (specify)_____

5. Years of experience in present position:
(1) Less than 2.0 (2) 2.0 to 3.9 (3) 4.0 to 5.9 (4) 6.0 to 7.9 (5) 7.0 to 9.9 (6) 10.0 to 15.9 (7) 16.0 to 20.9 (8) 21.0 to 25.9 (9) 26.0 or more

6. Years of experience as professional librarian/information specialist in present organization:
(1) Less than 2.0 (2) 2.0 to 3.9 (3) 4.0 to 5.9 (4) 6.0 to 7.9 (5) 7.0 to 9.9 (6) 10.0 to 15.9 (7) 16.0 to 20.9 (8) 21.0 to 25.9 (9) 26.0 or more



7. Years of professional experience in libraries/information centers:
(1) Less than 2.0 (4) 6.0 to 7.9 (7) 16.0 to 20.9
(2) 2.0 to 3.9 (5) 7.0 to 9.9 (8) 21.0 to 25.9
(3) 4.0 to 5.9 (6) 10.0 to 15.9 (9) 26.0 or more

8. Age: (1) 25 or younger (4) 36 to 40 (7) 51 to 55
(2) 26 to 30 (5) 41 to 45 (8) 56 to 60
(3) 31 to 35 (6) 46 to 50 (9) 61 or older

9. Sex: (1) Female (2) Male

10. Percent of time spent as professional librarian/information specialist (do not include time spent on other activities within the organization): (1) 25% or less (3) 51% to 75%
(2) 26% to 50% (4) 76% to 100%

11. Annual salary (do not include fringe benefits):
(1) $ 9,999 or less (6) $20,000 to $24,999
(2) $10,000 to $12,499 (7) $25,000 to $29,999
(3) $12,500 to $14,999 (8) $30,000 to $34,999
(4) $15,000 to $17,499 (9) $35,000 to $39,999
(5) $17,500 to $19,999 (10) $40,000 or more

Provide the following data for professional staff other than the head librarian; report totals for <u>all</u> such staff whether full or part time, not for individuals:

12. Total number of professional employees, not including head librarian:
(1) None (3) 2 (5) 4 (7) 7 to 9
(2) 1 (4) 3 (6) 5 or 6 (8) 10 or more

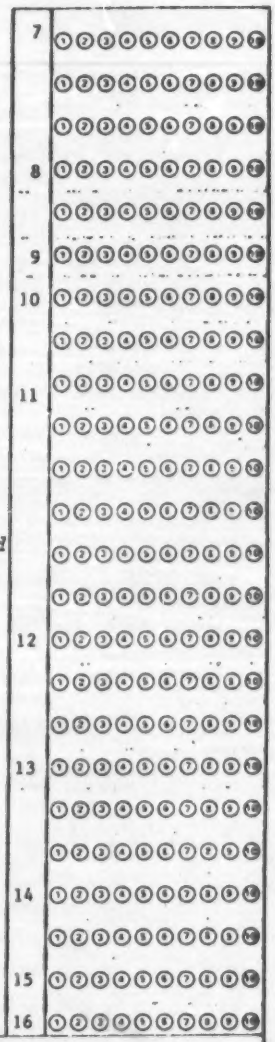
13. Total full-time equivalence for all professional employees, not including head librarian:
(1) Less than 1.0 (4) 3.0 to 3.9 (7) 6.0 to 9.9
(2) 1.0 to 1.9 (5) 4.0 to 4.9 (8) 10.0 or more
(3) 2.0 to 2.9 (6) 5.0 to 5.9

14. Total of annual salaries for all professional employees, not including head librarians (do not include fringe benefits):
(1) $ 7,499 or less (6) $25,000 to $29,999
(2) $ 7,500 to $ 9,999 (7) $30,000 to $39,999
(3) $10,000 to $14,999 (8) $40,000 to $49,999
(4) $15,000 to $19,999 (9) $50,000 to $74,999
(5) $20,000 to $24,999 (10) $75,000 or more

Provide the following data for your library's nonprofessional staff; report totals for <u>all</u> such staff, not for individuals:

15. Total number of nonprofessional employees:
(1) None (3) 2 (5) 4 (7) 7 to 9
(2) 1 (4) 3 (6) 5 or 6 (8) 10 or more

16. Total full-time equivalence for all nonprofessional employees:
(1) Less than 1.0 (4) 3.0 to 3.9 (7) 6.0 to 9.9
(2) 1.0 to 1.9 (5) 4.0 to 4.9 (8) 10.0 or more
(3) 2.0 to 2.9 (6) 5.0 to 5.9



FOR MARKING INSTRUCTIONS, SEE OTHER SIDE. DO NOT MARK IN THIS AREA.

SIDE 2

17. Total of annual salaries for all nonprofessional employees (do not include fringe benefits):

(1) $ 7,499 or less	(6) $25,000 to $29,999
(2) $ 7,500 to $ 9,999	(7) $30,000 to $39,999
(3) $10,000 to $14,999	(8) $40,000 to $49,999
(4) $15,000 to $19,999	(9) $50,000 to $74,999
(5) $20,000 to $24,999	(10) $75,000 or more

Please provide the following data regarding the library/information center's expenditures for the fiscal year ending anytime in 1982. The sum of the responses to questions 21 through 23 should approximate total operating expenditures.

18. Total expenditures for salaries:

(1) $ 7,499 or less	(6) $ 30,000 to $ 49,999
(2) $ 7,500 to $ 9,999	(7) $ 50,000 to $ 99,999
(3) $10,000 to $14,999	(8) $100,000 to $249,999
(4) $15,000 to $19,999	(9) $250,000 to $499,999
(5) $20,000 to $29,999	(10) $500,000 or more

19. Total expenditures for library materials (include books, periodicals, binding, fees for computer searching, subscriptions to services, audiovisual materials, etc.):

(1) $ 999 or less	(6) $ 20,000 to $24,999
(2) $ 1,000 to $ 4,999	(7) $ 25,000 to $29,999
(3) $ 5,000 to $ 9,999	(8) $ 30,000 to $49,999
(4) $10,000 to $14,999	(9) $ 50,000 to $99,999
(5) $15,000 to $19,999	(10) $100,000 or more

20. All other operating expenditures (include fringe benefits, supplies, equipment, etc.):

(1) $ 999 or less	(6) $ 20,000 to $24,999
(2) $ 1,000 to $ 4,999	(7) $ 25,000 to $29,999
(3) $ 5,000 to $ 9,999	(8) $ 30,000 to $39,999
(4) $10,000 to $14,999	(9) $ 50,000 to $99,999
(5) $15,000 to $19,999	(10) $100,000 or more

21. If you were unable to provide portions of the data requested above, please indicate the reason: (1) Organizational policy (2) Library/information center policy (3) Data not available (4) Personal reasons (5) Other (specify)_____

Name of person answering these questions _____

Telephone number ( ) -

Thank you very much for responding to this questionnaire. Please return it to:

Library Research Center
University of Illinois
410 David Kinley Hall
1407 W. Gregory Drive
Urbana, IL 61801

17 18 19 20 21

FOR MARKING INSTRUCTIONS, SEE OTHER SIDE. DO NOT MARK IN THIS AREA.

SIDE 2

APPENDIX 2: THE USE OF MACHINE-SCORED ANSWER SHEETS IN LIBRARY SURVEYS

As mentioned earlier, this survey made use of machine-scored answer sheets (see Appendix 1 for a copy of the questionnaire), the first time such a device had been used by the Library Research Center of the University of Illinois. The use of the answer sheets was motivated by a desire to speed up the processing of responses and to determine whether such answer sheets could be used as a cost-effective alternative to the methods usually employed by the Library Research Center. The results of this experiment with machine-scored answer sheets are somewhat mixed.

The Library Research Center has used computers to assist in the processing of survey data for quite some time. The usual procedure begins with the design of a questionnaire that facilitates computer input. When the questionnaires are received, they are carefully coded, and the responses are entered into a computer file by an inputter working at a computer terminal in an online mode. Over the years input programs of increasing sophistication have been developed, but inputters still make typographical errors, so the standard practice at the Library Research Center is to have each questionnaire entered in duplicate files by separate inputters. The two files are then compared using another computer program, and the differences are reconciled by referral to the original questionnaire. Data can then be analyzed through use of SPSS or some other appropriate set of computer programs. This process results in a very "clean" final product--a computer data file virtually free of input errors--but is very labor intensive.

It was hoped that the use of machine-scored answer sheets would eliminate some of the labor requirements of the process. If a method utilizing these answer sheets could be perfected, the need for coding of responses could be minimized and the process of entering data at a keyboard eliminated altogether.

The questionnaires and answer sheets were developed in consultation with the Measurement and Research Division (MARD) of the University's Office of Instructional Resources. MARD has had considerable experience with the use of machine-scored answer sheets, mostly in the context of examinations and instructor evaluation forms, and has had some experience with the use of such answer sheets for questionnaires. For financial reasons, the decison was made to work with the preprinted answer sheets available from MARD rather than printing totally new answer sheets. The preprinted form has two sides, one allowing for five alternative responses to each question and the other allowing for

ten. Since nearly all of the questions to be asked required more than five choices, only one side of the answer sheet could be used. The questions were printed on the preprinted answer sheets using normal photoreproduction processes. It was decided to use two versions of the questionnaire for comparative purposes: one version had the questions and answer categories printed directly on the machine-scored answer sheets; the second version had the questions and answer categories printed on plain paper and had a separate machine-scored answer sheet with the numbers of the questions.

It was assumed that most respondents would be familiar with machine-scored answer sheets from experience with standardized tests, forms used by government agencies, etc. Although this appears to have been generally true, it was obvious that many respondents either did not understand the use of the answer sheets or failed to follow instructions (one respondent appended a note critical of the answer sheets as dehumanizing). A fair number of respondents used ballpoint rather than pencil. Others circled the answers on the question sheet rather than marking the answers on the answer sheet or used a checkmark rather than filling in the answer circle. Some answer sheets were stapled together prior to being returned, despite instructions not to, while others were so folded and mangled by the respondents that they could not be read by the scoring machine. Some resondents were apparently confused by the message on the answer sheet regarding marking instructions, and attempted to fit their responses into the five-choice area on the wrong side of the answer sheet. All of these problems required that the affected answer sheets be completely recopied by Library Research Center personnel.

Additionally, some respondents marked their answers on the wrong lines of the answer sheets, marked more than one answer for a single question, or marked answers that were out of range (a response of "10", for instance, to a question with only nine choices). These responses had to be edited, and in some cases it was necessary to contact the respondent in order to be sure of the intended answer. Additional information, including a unique library identification number, page numbers for the multiple page questionnaires, and some data carried from the previous year's survey were added to the questionnaires after they arrived at the Library Research Center.

Ulitmately, then, the time spent handling the questionnaires for purposes of coding and editing was not any less than usual, and may have been greater. The time spent in keyboard input was eliminated, but the per-questionnaire cost of scanning each answer sheet was estimated to be approximately equal to the labor cost of keyboard input. There was no need to develop the usual input or comparison programs, but the process of retrieving the data from

the tape supplied by MARD and reformatting them for analysis was about equal in time and cost to the creation of input and comparison programs.

The use of machine-scored answer sheets, then, was not at all a failure, but was not greatly advantageous either. Costs were about the same, but considerable staff time was saved. The use of the preprinted answer sheets rather than answer sheets specially printed for the survey was a mistake, and the use of tailor-made answer sheets would probably have lessened some of the problems encountered. The assumption that virtually all of the respondents would be familiar with machine-scored answer sheets appears to have been invalid, and more complete instructions in the use of the answer sheets should have been supplied.

The use of machine-scored answer sheets requires that the questions asked be of a closed-ended, multiple choice nature. A minimum of open-ended questions were asked in this survey, and they were designed such that responses could be easily converted into numeric form. It would not be possible to use machine-scored answer sheets for a survey requiring lengthy analytical answers. It can be convincingly argued, however, that only closed-ended questions should be asked in any mail survey, regardless of the format of the questionnaire.

Machine-scored answer sheets are possibly best used in situations in which the sponsor of the survey does not have locally available facilities for computer processing of survey results. The availability of various statistical packages such as SPSS makes the manual tabulation of survey results an anachronism, but such packages may not be available to everyone. In such cases, a survey using machine-scored answer sheets could be used. The manual processes of editing and clean-up of the answer sheets could be done locally, and the answer sheets could then be sent to some remote facility for processing and analysis according to the desires of the survey's sponsor.

Turnover of Head Librarians in Illinois Public Libraries in 1982/83

by Dr. Timothy O'Hanlon

At the end of the 1982/83 report year, there were 595 legally constituted public libraries in Illinois. Some of these were newly established and had no head librarian or at least had not had one in 1981/82, some received service by contract, some did not file an annual report with the Illinois State Library in one year or the other or both. In all, 557 (94% of 595) pairs of annual reports from Illinois public libraries were utilized to study the degree of turnover among head librarians between 1981/82 and 1982/83. Turnover occurred in 49 libraries or 8.9% of the total examined. This turnover figure includes instances where existing vacancies were filled; however a given library was counted only once, even if more than one personnel change occurred in the year. The Chicago Public Library is not included in this survey, but there was no change of director.

Public libraries serving populations of less than 5,000 accounted for 285 or 51% of the pairs of annual reports examined in this study; the 22 changeovers among head librarians in this size category constituted a turnover rate of approximately 7.7%. Libraries in the 5,000-9,999 population category experienced eight turnovers for a rate of 8.8%. The highest rate of turnover occurred in libraries which served populations of between 10,000 and 24,999; the 12 personnel changes within this category amounted to a turnover rate of 10.7%. The largest group of libraries, those serving populations of 25,000 or more, accounted for six changes or 10% (see Table 1).

Table 1

Rate of Turnover Among Head Librarians in Illinois Public Libraries By Size of Population Served, 1981/82 to 1982/83

Population Served	Total No. of Libraries	Turnover	Percentage
Under 5,000	285	22	7.7%
5,000 - 9,999	90	8	8.8%
10,000 - 24,999	112	12	10.7%
25,000 and Over	70	7	10.0%
Total	557	49	8.8%

Highest turnover rate among head librarians took place within the River Bend and Lewis and Clark Library Systems which recorded percentages of 21% and 18.5% respectively. The Bur Oak Library System, on the other hand, experienced no turnover among head librarians between 1981/82 and 1982/83. The Corn Belt Library System with a turnover rate of 4.2%, the North Suburban Library System with 4.7%, and Rolling Prairie with 5.1% were the next most stable. Table 2 indicates the turnover rate for each system.

Table 2

Turnover of Head Librarians in Illinois Public Libraries
By Library System, 1981/82 to 1982/83

System	No. of Changes	Total No. of Libraries	Rate of Turnover
Bur Oak	0	22	0%
Corn Belt	1	24	4.2%
Cumberland Trail	1	18	5.6%
DuPage	2	28	7.0%
Great River	3	22	13.6%
Illinois Valley	3	33	9.0%
Kaskaskia	1	17	5.8%
Lewis and Clark	5	27	18.5%
Lincoln Trail	6	46	13.0%
North Suburban	2	42	4.7%
Northern Illinois	4	56	7.1%
River Bend	4	19	21.0%
Rolling Prairie	2	39	5.1%
Shawnee	2	35	5.7%
Starved Rock	3	26	11.5%
Suburban	7	76	9.2%
Western Illinois	3	27	11.1%
Total	49	557	8.8%

For the most part, females succeeded female head librarians and males followed males, although there was some slight trend in the direction of males succeeding females rather than vice versa. Males succeeded males in five out of six instances or 83% of the time. In the remaining 43 cases, females followed females in 38 institutions or 88% of the time; this includes two libraries in which the position of head librarian was vacant in 1981/82 and for which we compared 1980/81 and 1982/83 data. Because only one male was replaced by a female, while four male librarians succeeded female heads, there was a net gain among the institutions in this survey of three male librarians between 1981/82 and 1982/83.

Turnover involving male librarians was concentrated among the largest libraries in terms of population served. The opposite was the case for females as Table 3 indicates.

Table 3

Turnover of Head Librarian By Sex and
By Size of Population Served

Population Served	Female Replaced by Female	Male Replaced by Male	Female Replaced by Male	Male Replaced by Female	Total
Under 5,000	19	0	3	0	22
5,000 - 9,999	7	0	1	0	8
10,000 - 24,999	11	1	0	0	12
25,000 & Over	1	4	1	1	7
Total	38	5	5	1	49

Internal promotions, or cases where a librarian moved from a subordinate to the head position in the same institution, occurred in 20 cases or 43% excluding the two instances where the head librarian's position was vacant in 1981/82. Eleven of 22 or half the libraries serving populations of less than 5,000, made internal promotions. In the next largest category, 5,000 to 9,999 population, internal promotions took place in five of eight cases or 62% of the time. Of 10 libraries serving populations of 10,000 to 24,999 only two made internal promotions (20%), as did two of the seven in population areas exceeding 25,000 for a rate of 29%. For 1981/82 to 1982/83, smaller libraries were much more likely than larger ones to promote from within. Of all 20 promotions, 19 were in libraries were a woman was succeeded by a woman.

Patterns of Education and Salaries

The educational background of the 1981/82 head librarians and their 1982/83 successors was known in 40 of the 49 cases of turnover. In several other instances, the new head came on the scene too late to be included in the statistical breakdown of the library staff in the annual report. The librarian successors possessed the same level of formal education in 23 (58%) of the 40 instances under consideration.

Ten libraries (25%) hired new heads whose formal credentials exceeded those of their predecessors. Of these, the local librarian's credentials rose from less than a bachelor's degree to a bachelor's degree in six cases, and from less than a bachelor's to MLS (Master of Library Science). Hereafter in this report, MLS means a graduate degree in librarianship, information science, instructional technology, or educational media. The remaining two instances saw the formal educational level of the head librarian increase from a bachelor's to an MLS and from less than a bachelor's to a graduate degree in a subject field.

The educational level of the head librarian declined in seven cases (17% of 40). Formal credentials, in three of those instances, fell from a bachelor's degree to less than a bachelor's degree. In three additional cases, head librarians holding the MLS were succeeded respectively by librarians with less than a bachelor's degree, a graduate degree in a subject field, and bachelor's degree. In the seventh case, a librarian with less than a bachelor's replaced one with a non-library graduate degree.

Of the 40 public libraries experiencing turnover and for which information on educational credentials are available, 13 (32%) are in the two largest categories in terms of population served, i.e., 10,000 or more. In 12 of these 13 libraries (92%), the head librarians had the MLS degrees by the end of 1982/83 vs. 9 (76%) in 1981/82. Of 27 libraries serving fewer than 10,000 persons each, only 3 (11%) had the MLS by 1982/83, vs. 6 (22%) in 1981/82.

Male head librarians were more likely than females to possess a graduate degree in library science. Males are more likely to become heads of larger libraries than of smaller ones, and larger libraries are more likely to require the MLS. Females with bachelor's degrees or less were concentrated in smaller libraries, particularly those serving less than 5,000 persons.

Using 35 hours per week as the minimum for full-time work, 25 of the 49 libraries experiencing turnover (or 51%) employed full-time head librarians by the end of 1981/82. This figure includes two libraries which replaced part-time heads with full-time heads and two other libraries where full-time positions, vacant in 1981/82, were both filled by full-time head librarians in 1982/83.

Six of the seven libraries in the largest population category and all 12 libraries in the next smallest group employed full-time head librarians by the end of 1982/83. Among libraries serving populations of 5,000-9,999, five out of eight had full-time heads in 1982/83. By contrast, in the smallest population category, only two of 22 libraries or 9% employed head librarians who were expected to work 35 hours per week or more.

Work experience (and other factors) often have such a marked effect on salaries that comparisons between 1981/82 salaries and those of 1982/83 in such a small sample are inconclusive. For all 22 libraries experiencing changes in full-time head librarians, and for which data are available, the average increase was only 3%, and the average decreased for the 14 libraries serving from 5,000 to 24,999 persons (see Table 4). For 20 libraries for which we have salaries for both years, 9 (45%) increased, 8 (40%) declined, and 3 (15%) stayed the same.

Table 4

Annual Salaries of Full-Time Head Librarians in 1981/82 and 1982/83 of Those Public Libraries Experiencing Turnover

(a)	(b)	(c)	(d)	(e)	(f)
	1981/82		1982/83		% Increase
Population Size	No. of Libraries	Average Salary	No. of Libraries	Average Salary	(Decrease) col. e ÷ col. c
Up to 5,000	2	$10,839	2	$13,750	27%
5,000 - 9,999	5	16,339	4	14,875	(9%)
10,000 - 24,999	9	16,667	10	16,250	(3%)
25,000 +	6	25,587	6	27,958	9%
Total	22	$18,495	22	$18,966	3%

Hours of Illinois Public Libraries in October 1982

by Herbert Goldhor

For many years, the Illinois Public Library Annual Report form has asked for the number of hours each library was open in a typical week in the previous October. In 1981/82 this question was rephrased to get the hours open on each day of the week, and even then many libraries gave the number of hours open each day rather than the opening and closing hours. For 1982/83 the question was reworded to ask for the opening and closing hours of the central library on each day of a typical week in October. This report summarizes the responses to this question for October 1982, and is based on Table 2 herewith.

Data are available for 574 public libraries (96.5% of all 595 legally established public libraries); the non-respondents include libraries which get service by contract, which were newly established and not yet fully operating, and which did not file an annual report. The one measure we will use here is the median; it divides a series of values in half so that an equal number of libraries is above and below the median. Table 2 shows in addition the first and third quartiles and the mean; these are explained in the notes to Table 2.

In general these 574 Illinois public libraries were open 39 hours a week in October 1982 (section 8 of Table 2 and column i, and Figure 1). Libraries in towns of under 5,000 people were open only 24 hours a week, while all others were open more than the state-wide average--48 hours per week for places of 5-10,000 people, 59 for places of 10-25,000, and 68 for places of 25,000 and over. When we look at the three main geographic areas of the state (columns f-h), public libraries in Chicago and the suburbs were open an average of 60 hours per week, while those in north and central Illinois were open only 26 hours per week, and those in southern Illinois 32 hours per week. Many smaller libraries reported split schedules (e.g., 10 AM to noon and 2 to 5 PM); we simply counted the total number of hours per day and did not record that they were split.

The total average number of hours per week conceals a lot of variation. Thus only 12% of all 574 libraries were open on Sunday, and some libraries were closed on every other day too--from a low of 4% on Saturday to a high of 14% on Friday (12% on Monday, 9% on Tuesday, 6% on Wednesday, and 13% on Thursday). Libraries in the smallest population size group were closed most often (99% on Sunday to 6% on Saturday), while those in the largest were open most often (49% on Sunday, 97% on Friday, 99% on Monday, and 100% on the four other days). Libraries in the Chicago area were open most often of the three geographical regions, and those in north and central Illinois the least often (see Table 1).

FIG. 1 TOTAL NUMBER OF HOURS OPEN PER WEEK

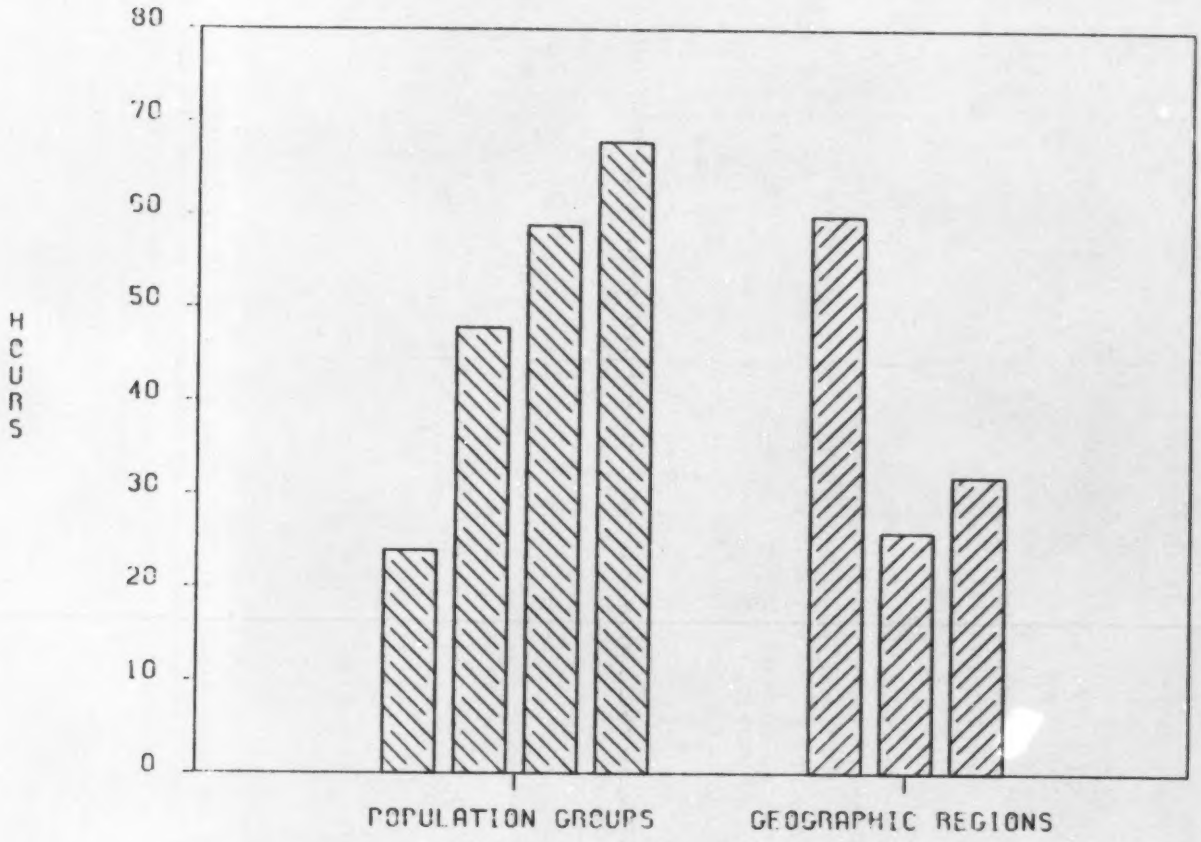


Table 1. Percent of Libraries in Designated Group Closed on Each Day of Week

Day	< 5,000 (297)	5,000-10,000 (86)	10,000-25,000 (117)	25,000+ (74)	Chicago & Suburbs (174)	No. & Cen. IL (236)	Southern Illinois (164)
Monday	22%	2%	1%	1%	2%	18%	14%
Tuesday	15%	1%	--	--	2%	17%	4%
Wednesday	11%	3%	1%	--	3%	7%	9%
Thursday	23%	5%	1%	--	1%	24%	9%
Friday	24%	3%	5%	3%	6%	25%	9%
Saturday	6%	2%	--	--	1%	4%	6%
Sunday	99%	97%	78%	51%	68%	96%	98%

How to read this table: Of 297 public libraries serving fewer than 5,000 persons each, 22% were closed on Monday, 16% on Tuesday, etc.

Of those libraries which were open on Monday through Saturday, the median number of hours they were open did not vary much from day to day. State-wide the average was 8 on Monday, Tuesday, and Thursday, 7.5 on Wednesday, 7 on Friday, and 6 on Saturday. Similar averages for those open on each day--by population served and geographic region--are:

	< 5,000	5,000-10,000	10,000-25,000	25,000+	Chicago & Suburbs	No. & Cen. IL	Southern Illinois
Monday	5	8	11	12	11	6	6.5
Tuesday	5	8.5	11	12	11	6	6
Wednesday	5	8	11	12	11	6	6
Thursday	5	8	11	12	11	6	6
Friday	4	7.5	8	9	8	5	5.5
Saturday	4	7	7	8	7	5	5.5

Within each group there is very little variation from Monday through Thursday; Friday hours are consistently less, and Saturday hours are the same or a little less than Friday hours. Hours open consistently increase as one goes from less than 5,000 people served to over 25,000; of the three geographic regions, the Chicago area is clearly the best, and the other two regions are almost exactly the same.

As indicated above, only 69 public libraries (12% of all 574) were open on Sunday for two to five hours each; the state-wide median was four hours, and this was also true of the libraries in the two larger population groups and in two of the three geographic regions.

Finally, we counted the number of evenings each library was open, defined as anything past 6 PM. Of all 574 respondents, 17% were open on no evenings, as were 29% of those serving fewer than 5,000 people, 9% of those

serving 5,000 to 10,000 people, and 1% of those serving 10,000 to 25,000. By geographic region, 2% of those in the Chicago area were open on no evenings, 21% of those in north and central Illinois, and 26% of those in southern Illinois. The state-wide median is 4 evenings per week, of all those open one or more. And 4 evenings is the median for all the three larger population size groups and for the Chicago area and southern Illinois. Libraries serving fewer than 5,000 people--and open any evenings--have a median of 2, and those in north and central Illinois a median of 3. Incidentally, the two libraries open 6 evenings a week were both in Shawnee Library System.

By and large, Illinois public libraries have a good record of hours open in 1982, including Sunday and evening hours. Every few years, each public library ought to review its schedule of hours open, and base any changes made on expressed desires of the whole community--not just of the present users. If in doubt, try a revised schedule for at least three months and give adequate publicity to the new hours.

Table 2. Number of Hours Which Illinois Public Libraries Were Open on Each Day of a Typical Week in October 1982.

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
	Population Served				Geographic Region			
Day	< 5000 (297)	5-10,000 (86)	10-25,000 (117)	25,000+ (74)	Chicago & Suburbs (174)	No. and Cen. IL (236)	Southern Illinois (164)	State Total (574)
(1) MONDAY								
None	(65)	(2)	(1)	(1)	(3)	(43)	(23)	(69)
Q1	4.0	7.0	10.0	11.5	10.0	4.0	4.0	5.0
Q2	5.0	8.0	11.0	12.0	11.0	6.0	6.5	8.0
Q3	7.0	10.0	11.5	12.0	12.0	8.5	9.0	11.0
Mean	5.3	8.4	10.6	11.5	10.4	6.4	6.7	7.9
(2) TUESDAY								
None	(49)	(1)	--	--	(3)	(40)	(7)	(50)
Q1	4.0	7.0	10.0	11.5	10.0	4.0	4.0	5.0
Q2	5.0	8.5	11.0	12.0	11.0	6.0	6.0	8.0
Q3	7.0	10.5	11.5	12.0	12.0	9.0	8.5	11.0
Mean	5.2	8.7	10.6	11.6	10.5	6.5	6.5	7.9
(3) WEDNESDAY								
None	(32)	(3)	(1)	--	(5)	(17)	(14)	(36)
Q1	4.0	7.0	10.0	12.0	10.0	4.0	4.0	5.0
Q2	5.0	8.0	11.0	12.0	11.0	6.0	6.0	7.5
Q3	7.0	10.0	11.5	12.0	12.0	8.5	8.0	11.0
Mean	5.4	8.4	10.3	11.7	10.2	6.6	6.4	7.8
(4) THURSDAY								
None	(67)	(4)	(1)	--	(2)	(56)	(14)	(72)
Q1	3.5	7.0	10.0	11.5	10.0	4.0	4.0	5.0
Q2	5.0	8.0	11.0	12.0	11.0	6.0	6.0	8.0
Q3	6.5	10.5	11.5	12.0	12.0	10.0	8.0	11.0
Mean	5.1	8.6	10.7	11.6	10.4	6.6	6.4	7.9

Table 2, p. 2

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
	Population Served				Geographic Region			
Day	< 5000 (297)	5-10,000 (86)	10-25,000 (117)	25,000+ (74)	Chicago & Suburbs (174)	No. and Cen. IL (236)	Southern Illinois (164)	State Total (574)
(5) FRIDAY								
None	(72)	(3)	(6)	(2)	(11)	(59)	(15)	(83)
Q1	3.5	6.0	7.0	8.0	7.0	4.0	4.0	4.0
Q2	4.0	7.5	8.0	9.0	8.0	5.0	5.5	7.0
Q3	6.0	8.5	9.0	12.0	9.0	8.0	7.5	8.0
Mean	4.8	7.4	8.1	9.3	8.0	5.8	5.9	6.8
(6) SATURDAY								
None	(19)	(2)	--	--	(2)	(9)	(10)	(21)
Q1	3.0	5.0	7.0	7.5	6.0	4.0	4.0	4.0
Q2	4.0	7.0	7.0	8.0	7.0	5.0	5.5	6.0
Q3	6.0	7.0	8.0	8.0	8.0	7.0	7.0	7.0
Mean	4.6	6.2	7.1	7.8	6.9	5.2	5.3	5.8
(7) SUNDAY								
None	(295)	(83)	(91)	(36)	(119)	(226)	(160)	(505)
2 hours	(1)	(1)	--	--	--	(1)	(1)	(2)
3 hours	(1)	(1)	(9)	(7)	(13)	(3)	(2)	(18)
4 hours	--	(1)	(16)	(29)	(40)	(5)	(1)	(46)
5 hours	--	--	(1)	(2)	(2)	(1)	--	(3)
Q2	2.5	3.0	4.0	4.0	4.0	4.0	3.0	4.0
Mean	2.5	3.0	3.7	3.9	3.8	3.5	3.0	3.7
(8) Total number of hours open per week								
Q1	18.0	39.0	54.0	63.0	53.0	19.0	22.0	23.0
Q2	24.0	48.0	59.0	68.0	50.0	26.0	32.0	39.0
Q3	30.5	55.0	64.0	69.0	67.0	40.0	42.0	58.0
Mean	25.0	46.4	58.2	65.4	57.6	31.4	34.3	40.2

Table 2, p. 3

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
	Population Served				Geographic Region			
Day	< 5000 (297)	5-10,000 (86)	10-25,000 (117)	25,000+ (74)	Chicago & Suburbs (174)	No. and Cen. IL (236)	Southern Illinois (164)	State Total (574)
(9) Number of evenings open per week								
0	(86)	(8)	(1)	—	(4)	(49)	(42)	(95)
1	(65)	(3)	(2)	—	(2)	(46)	(22)	(70)
2	(66)	(7)	(6)	—	(14)	(45)	(20)	(79)
3	(25)	(9)	(7)	(2)	(11)	(24)	(8)	(43)
4	(38)	(37)	(72)	(45)	(97)	(53)	(42)	(192)
5	(17)	(21)	(28)	(27)	(46)	(19)	(28)	(93)
6	--	(1)	(1)	—	--	--	(2)	(2)
Q2	2.0	4.0	4.0	4.0	4.0	3.0	4.0	4.0
Mean	2.4	3.9	4.0	4.3	4.0	2.8	3.3	3.3

Notes: Figures in parentheses are numbers of libraries; figures not in parentheses are numbers of hours. Q1 = the first quartile below which are found one-quarter of all the libraries in this group; Q2 = the second quartile or median on either side of which are half the libraries; Q3 = the third quartile above which are found one-quarter of all the libraries in this group. The mean or arithmetic average is in all cases calculated only for those libraries in each group which were open at least some hours.

"Chicago & Suburbs" (col. f) include Bur Oak, Chicago, DuPage, North Suburban, and Suburban Library Systems. "No. and Cen. IL" (North and Central Illinois) include Corn Belt, Illinois Valley, Lincoln Trail, Northern Illinois, River Bend, Starved Rock, and Western Illinois Library Systems. Southern Illinois includes Cumberland, Great River, Kaskaskia, Lewis and Clark, Rolling Prairie, and Shawnee Library Systems. Three new libraries not members of a system are included with the systems in whose area they are located.

Effort vs. Ability to Pay for Local Public Library Service in Illinois

by Herbert Goldhor

In 1982/83, 81% of Illinois public library total receipts came from local government taxes on property (1). For each library, such revenue is a function of two variables--the tax rate (or the effort made to fund library service) and the assessed valuation (or the base to which the rate is applied--in effect then the ability to pay). This report describes the relationship between effort and ability to pay, in Illinois public libraries in 1982/83.

One might expect that as the assessed valuation increases, the tax rate would decline, but wealthy communities (with high assessed valuations) tend to have high expectations as to the acceptable level of library service and are usually willing to make a more than average effort (i.e., to have a higher than average tax rate) to pay for that service. And unfortunately many communities with low assessed valuations tend not to have more than a minimum level of library service and are often unwilling to make more than a minimum--or at best--average effort to pay for that service. As a matter of fact, of 570 Illinois public libraries in 1982/83, the coefficient of correlation between their assessed valuations per capita and their real property tax rates is -.10. When we calculated the same correlation for various sub-groups, we got the following results:

A. By size of population served

Up to 5000	-.13
5000-9999	-.17
10,000-24,999	.09
25,000+	-.12

B. By geographic region (2)

Chicago and suburbs	-.12
Northern and central Illinois	-.12
Southern Illinois	-.20

C. By type of library (omitting 2 county libraries)

City	.02
District	-.15
Township	-.45
Town or village	-.11

D. By education of the head librarian

With MLS	-.05
Without MLS	-.17

If we think of assessed valuation as the independent variable in these correlations--and the tax rate as the dependent variable, we can get some idea as to the meaning of the above coefficients by the following rule. The square of the correlation coefficient is the percent of variation in the dependent factor which is accounted for by the fluctuations in the independent

variable. Thus the state wide total correlation of -.10 when squared is .01 or 1%, and variations in assessed valuation explain or account for about 1% of the variation in tax rates. A correlation of -.20 (as for libraries in Southern Illinois) when squared is only 4%. The largest correlation found is -.45 (for township libraries); when squared this is 20%. In general there is a slight tendency for tax rates to move inversely to assessed valuation--i.e., for effort to decline as ability to pay increases, and to rise as ability to pay decreases. This is particularly true of township libraries.

To probe further, we compared the 57 libraries having the lowest tax rate (8¢ or less), which we will call Group 1, with the 57 libraries having the highest tax rate (22¢ or more), here called Group 2. The results of this comparison on nine different measures for 1982/83 are shown in Fig. 1.

Fig. 1. Comparisons Between Libraries with the Lowest and Highest Tax Rates in 1982/83.

	Basis of Comparison	Group 1 (lowest tax rate)	Group 2 (highest tax rate)	Significant Difference?
1.	Average population served	8,663	21,705	Yes
2.	Average assessed valuation per capita	$13,163	$ 6,815	Yes
3.	Number of evenings open per week	1.1	3.5	Yes
4.	Number of hours open per week	21.7	51.9	Yes
5.	Average number of books added per capita	0.24	0.26	No
6.	Average amount spent per capita for all printed materials	$1.42	$2.50	Yes
7.	Distribution by geographic region (2)			Yes
	Chicago and suburbs	9/16%	23/40%	
	Northern and central Illinois	31/54%	25/44%	
	Southern Illinois	17/30%	9/16%	
	Total	57/100%	57/100%	
8.	Distribution by type of library (omitting 2 county libraries)			Yes
	City	11/20%	20/35%	
	District	8/15%	12/21%	
	Town or village	5/9%	23/40%	
	Township	31/56%	2/4%	
	Total	55/100%	57/100%	
9.	Distribution by education of head librarian			Yes
	Less than a BA	38/74%	17/30%	
	BA or subject graduate degree	5/10%	4/7%	
	MLS	8/16%	35/63%	
	Total	51/100%	56/100%	

The 10% of all public libraries with the lowest tax rate (the least effort) were different from the 10% with the highest tax rate (the most effort) on 8 of these 9 measures by more than could be expected from chance alone (at the 5% level) as a result of sampling. Note (from line 2) that the libraries in Group 1 had a significantly higher assessed valuation per capita than the libraries in Group 2; in other words, the libraries in Group 2 are making more effort when they actually had a lesser ability to pay. As might be expected, Group 1 libraries served fewer people, were open fewer evenings and fewer hours per week, and spent less per capita on printed materials than did Group 2 libraries. Group 1 libraries were disproportionately located in downstate Illinois, were characteristically more often township libraries, and typically had a head librarian who was not a college graduate.

As a final measure, we compared two other extreme groups of libraries. This time Group 1 consisted of the 10% of all libraries with the lowest assessed valuation per capita ($2940 or less), and Group 2 the 10% with the highest assessed valuation ($12,033 or more).

Fig. 2. Comparisons Between Libraries with the Lowest and Highest Assessed Valuation Per Capita in 1982/83.

	Basis of Comparison	Group 1	Group 2	Significant Difference?
1.	Average population served	5,689	6,827	No
2.	Average tax rate levied	0.15	0.11	Yes
3.	Number of evenings open per week	1.9	2.5	No
4.	Number of hours open per week	29.1	37.9	Yes
5.	Average number of books added per capita	0.23	0.44	Yes
6.	Average amount spent per capita for all printed materials	$1.46	$4.61	Yes
7.	Distribution by geographic region (2)			Yes
	Chicago and suburbs	5/8%	18/31%	
	Northern and central Illinois	13/22%	34/59%	
	Southern Illinois	41/70%	6/10%	
	Total	59/100%	58/100%	
8.	Distribution by type of library (omitting 2 county libraries)			Yes
	City	37/63%	3/5%	
	District	3/5%	19/33%	
	Town or village	19/32%	14/25%	
	Township	0/0	21/37%	
	Total	59/100%	57/100%	
9.	Distribution by education of the head librarian			Yes
	Less than a BA	42/74%	25/46%	
	BA or subject graduate degree	6/10%	5/9%	
	MLS	9/16%	25/46%	
	Total	57/100%	55/100%	

The most important point in this set of comparisons (line 2) is that the libraries with the lowest assessed valuation per capita had a significantly higher tax rate than did the libraries with the highest assessed valuation. In other words, the former group made a greater effort in the face of a lesser ability to pay, while the group with greater ability to pay made a lesser effort. Even so, Group 1 libraries with lower assessed valuation (and higher tax rates) were open significantly fewer hours per week, added significantly fewer books, and spent significantly less money per capita for print materials than did the Group 2 libraries with higher assessed valuation (and lower tax rates). Libraries in Group 1 were typically found in southern Illinois cities, towns or villages, and had head librarians who were not college graduates.

In summary, when we considered all Illinois public libraries there was only a slight tendency for local property tax rates to go down as assessed valuation went up--or up as assessed valuation went down. However, when we compared the 10% of all libraries with the lowest and highest tax rates, and the 10% with the lowest and highest assessed valuation per capita, we find clear evidence of the inverse relationship between effort and ability to pay. Those libraries making the least effort did have the ability to pay, but those with the lowest ability to pay were making a great effort and still needed help. Those libraries with the highest effort or with the highest ability to pay seemed to have better library service (in hours open, amount spent for printed materials, and head librarians who are library school graduates).

Notes

(1) "Illinois Public Library Statistics, 1982/1983," Illinois Libraries 65 (November 1983) p. 557.

(2) "Chicago and suburbs" includes Bur Oak, Chicago, DuPage, North Suburban, and Suburban Library Systems; "Northern and central Illinois" Corn Belt, Illinois Valley, Lincoln Trail, Northern Illinois, River Bend, Starved Rock, and Western Illinois Library Systems; and "Southern Illinois" Cumberland Trail, Great River, Kaskaskia, Lewis & Clark, Rolling Prairie, and Shawnee Library Systems.

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